Police Department Efficiency Assessment

EVERETT, WASHINGTON

Final Report

October 28, 2022

matrix consulting group

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1.   Introduction and Executive Summary

The Matrix Consulting Group was retained by the City of Everett to conduct a Police Department Efficiency Assessment. This final report provides the analysis, findings and recommendations associated with that effort. It should be noted that many of the recommendations contained in this study are mandatory subjects of bargaining and may require negotiations with one or more of the labor unions.

1.   Background and Scope of the Study

This study was commissioned in late fall of 2021 to provide an independent and objective assessment of the Police Department's staffing and management needs based on the work that staff was handling in each functional area as well as alternatives to current practices. Importantly, the study was to include a review of community support.

The scope of the study was comprehensive, with a focus on each function within the Everett Police Department. The objectives of the study are as follows:

- **Current operations and services** for all functions within the Police Department, including analysis of workloads, service levels, staffing, scheduling, and deployment.

- **Comparison of current services and service levels** to 'best' or 'emerging' practices as well as to 'peer' agencies in the State of Washington to identify areas of improvement needed to achieve desired efficiencies.

- **Current staffing needs** for all functions to handle law enforcement-related workloads in the city based on a factual assessment of all operations.

- **An evaluation of the management systems** in support of operations and services, including policies, accountability mechanisms, training, recruitment and hiring, and training.

In summary, this study is designed to ensure that the Everett Police Department has appropriate and justifiable staffing levels at this time and is adhering to best practices and industry standards.

2.   Methodology Used to Conduct the Study

The project team utilized a number of approaches in order to fully understand the service environment and issues relevant to the study, including the following:

- **In person and virtual interviews** with the leadership, other managers, and unit supervisors and many staff in the Police Department. To facilitate line staff interviews, three days were spent on site including in the field. Finally, to maximize input, an anonymous employee survey was utilized for all staff to participate in.

- **Data Collection** across every service area in order to enable extensive and objective analysis.

- **A comparative survey** was conducted of similarly sized agencies in Washington to put findings in context as well as to discover ideas which had already been put in place.

- **Iterative Process** in which the project team first understood the current organization and service delivery system and then assessed current staffing and management needs prior to developing this final report.

The final report represents the culmination of this process, presenting the results of our analysis, including specific recommendations for the department on staffing, deployment, and other relevant issues.

3.   Summary of Major Conclusions and Recommendations

The following recommendations have been made in this report. The report itself should be consulted for the analysis behind these recommendations.

Staffing Assessment

Operations Bureau

Intermediately reassign 4 of the currently deployed 72 patrol officers from night shifts to day shifts to account for the increased call volume from 1000 to 2200 hours throughout all 7 days of the week.

Continue to evaluate alternative work schedules and shifts to best meet workload demands and to address work / life balance concerns for officers assigned to patrol.

Maintain the current staffing levels throughout EPD patrol shifts at 90 FTE, including the 4 FTE via the COPS grant. Hire to fill the 18 vacancies throughout patrol.

Once adequate patrol staffing allows, allocate 14 patrol officers to a two-team power shift operating from 1000 to 2200 hours. This will provide patrol officers the ability to handle increased CFS workloads during this period.

Reclassify 2 of the 14 FTE assigned to the power shifts (1 FTE from each) to the rank of sergeant to provide adequate supervisory spans of control in patrol.

Once patrol vacancies have been filled, develop a plan to use resulting proactivity in positive community interactions, problem solving and support.

Create a third contact team within COET to enable weekend coverage composed of one additional co-responder teamed with two EPD officers. Deploy them on a 0900 to 1930, 4/10.5-hour schedule to accomplish adequate weekend coverage.

Continue to evaluate opportunities to divert calls to non-police and non-Police Department resources.

Continue to allow the Community Bicycle Unit to serve Everett in a community service context without being driven by calls for service and evaluate alternative deployment methods to best deploy the increased FTEs as a result of the COPS grant.

Maintain 2 detective positions in the Traffic Investigations Unit

Review the callout procedure to determine if quality of life during time off can be improved.

As staffing allows, attempt to fully staff the Motors Unit to reduce traffic complaints and enhance traffic safety in the community

If the Motors Unit grows beyond four officers, it is recommended that the unit be assigned a dedicated motors sergeant position and the Traffic Investigations Unit be assigned a dedicated working sergeant

Fill the current (3) vacancies within the Community Bicycle Unit. Supplement the team with the additional 4 FTEs provided by the COPS grant received by EPD for a total of 8 officer positions reporting to the CBU sergeant.

Add 1 additional SRO for a total of 7 to meet the student population and number of physical school locations. This is a new FTE.

Maintain current staffing of 1 sergeant and 5 officers in the gang response team.

Maintain authorized staffing of 1 sergeant and 6 officers in the Anti-Crime Team and start tracking key performance measures.

Investigations and Services Bureau

The Finance and Budget Unit is appropriately staffed for the current workload.

Assign rotating back up PIOs for weekend response to call outs and media calls.

Maintain current staffing of 1 inspector, 3 detectives, 1 recruitment officer and 1

administrative assistant in the Office of Professional Standards.

Maintain authorized staffing of 7 detectives in major crimes unit.

Maintain authorized staffing of 5 detectives in the special assault unit (4 detectives special assault and 1 detective assigned to registered sex offender).

Maintain authorized staffing of 7 detectives in property crimes.

Maintain authorized staffing of 3 detectives in the criminal Intelligence unit.

Maintain current authorized staffing of 4 detectives in the financial crimes unit.

Maintain authorized staffing of 4 authorized detectives in forensic investigations.

Transition the detective positions in the forensic investigations unit including cell phone downloads to civilian positions as vacancies occur through retirements, transfers, or promotions.

Move body worn redaction responsibilities to the public disclosure unit. (This may be subject to collective bargaining)

Maintain current authorized staffing of 1 sergeant, 6 detectives and 1 administrative assistant in the Snohomish Regional Drug Task Force.

Increase staffing of 1 crime analysts for a total of 3 analysts assigned to Crime Analysis Unit.

Administrative and Support Services Division

Add a Records Information Specialist position to the Records Unit for a total of 9 FTE's.

Reclassify and train Records Information Specialists assigned to the Public Disclosure Unit to redact video PDR requests. (This may be subject to collective bargaining)

Add one FTE to the newly classified position in the Public Disclosure Unit for a total of 1 manager and 3 Records Information Specialists (This may be subject to collective bargaining).

Assign all PDR video requests, including body worn camera, to Public Disclosure Unit.

Utilize limited duty officers for back logs in the Property and Evidence Unit.

Prioritize filling the Administrative Services Sergeant position in Administrative Services.

Once the master police officer position in Administrative Services becomes vacant, replace the sworn position in services and technology with a non-commissioned

employee (May be a mandatory subject of bargaining with the EPOA).

Fill the Crime Prevention Officer position and assign social media monitoring responsibilities to this position in support of the PIO.

Add one Parking Enforcement Officer FTE for a total authorized strength of 8. Increase the number of Parking Enforcement Officers assigned to the central/south areas of the city to 2 when vacancies are filled.

Management Assessment

Community Policing and Engagement

As vacancies are filled in the Department, re-dedicate Administrative Sergeants to community support.

Add 2 police officer positions to function as Community Liaison Officers assigned to work with the Administrative Sergeants to address complex community issues and initiate problem oriented policing strategies. Add 1 police officer position to both the North and South Precincts for a total of 2 new positions.

Policies

EPD policies are up to date including all 2022 legislative changes. Several policies include language setting expectations for employees for equity, diversity, and inclusion. Matrix Consulting Group does not have additional recommendations for policy element.

Complaint Handling

Put a link to the complaint / compliment forms on the home page of the department website.

Although current practice, update policy to state all internal investigations will be completed regardless of whether an employee retires or resigns. This should be consistent with any applicable city policy.

Update policy to more inclusive by replacing "citizen" with "community member" or similar description.

Implement the use of a discipline matrix (subject to collective bargaining).

Although the department is currently developing a mechanism to report use of force, arrest and calls for service data to the public, it is also recommended that the department post its annual report, or at a minimum its complaint, use of force and pursuit data on the department website.

Review categories for inclusion in data collection that could be useful as early indicators of potential problematic behavior (e.g., sick time and traumatic Incidents).

Communicate in Early Intervention System policy the stated goals for the personal management system.

Make the bias based policing report readily available on the department website.

Provide additional information to the public on use of force incidents, such as the level of force used and the type of crime involved, in order to add context.

Make the pursuit report readily available on the department website.

Training

The Everett Police Department intends to engage the services of a professor of procedural justice and police race relations to develop and provide training to the department in a train the trainer format.

Equipment, Fleet, and Technology

The EPD is well equipped with police technology and uses it to maximize resources. There were some potential gaps in technology that were identified through this review, though the department had already identified some gaps such as in car cameras.

Increase fleet size by 4 patrol vehicles for a total of 188 vehicles.

Review the patrol vehicle replacement schedule so that patrol vehicles are replaced before they are over 6 years old approximately 100,000 miles for patrol vehicles.

The City and Department need to develop an e-fleet strategy.

*   *   *

The following chart summarizes the staffing recommendations made in this report and compares them to the number of current authorized positions.

Unit / Positions	# Currently Authorized	# Positions Recommended	Difference
Office of the Chief			
Chief	1	1	
Executive Assistant	1	1	
Professional Standards			
Inspector	1	1	
Detective	3	3	
Recruitment Officer	1	1	

Unit / Positions	# Currently Authorized	# Positions Recommended	Difference
Administrative Assistant	1	1	
Special Projects			
Lieutenant	0	0	
Finance and Budget			
Program Manager	1	1	
Administrative Coordinator	1	1	
Administrative Assistant	1	1	
Public Information			
Public Information Officer	1	1	
Unit Total	**12**	**12**	**0**
Operations Bureau			
Deputy Chief	1	1	
North Sector Patrol Operations			
Captain	1	1	
Lieutenant	2	2	
Administrative Sergeant	1	1	
Community Outreach Officer	0	1	**+1**
Patrol Sergeant	4	4	
Officer / Master Officer	34	34	
Desk Officer	1	1	
Downtown Bicycle Unit			
Sergeant	1	1	
Officer	8	8	
Community Outreach and Enforcement Team (COET)			
Sergeant	1	1	
Officer	4	6	**+2**
Traffic Unit			
Sergeant	1	1	
Detective	2	2	
Officer	4	4	
South Sector Patrol Operations			
Captain	1	1	
Lieutenant	2	2	
Administrative Sergeant	1	1	
Community Outreach Officer	0	1	**+1**
Patrol Sergeant	8	8	

Unit / Positions	# Currently Authorized	# Positions Recommended	Difference
Officer / Master Officer	52	52	
K9 Officer	4	4	
Desk Officer	1	1	
Special Operations Division			
Lieutenant	1	1	
Youth Services / School Resources			
Sergeant	1	1	
Officer	6	7	**1**
Gang Response Unit			
Sergeant	1	1	
Officer	5	5	
Anti-Crime Unit			
Sergeant	1	1	
Officer	6	6	
Unit Total	**155**	**160**	**+5**
Investigations and Services Bureau			
Deputy Chief	1	1	
Records			
Records Unit Manager	1	1	
Records Unit Supervisor	3	3	
Records Information Specialist	8	9	**+1**
Public Disclosure			
Support Services Manager	1	1	
Records Information Specialist	2	3	**+1**
Property Room			
Property Room Manager	1	1	
Property Room Specialist	3	3	
Administrative Services Division			
Captain	1	1	
Lieutenant	1	1	
Administrative Assistant	1	1	
Training Unit			
Sergeant	1	1	
Officer	3	3	
Services Unit			
Sergeant	1	1	

Unit / Positions	# Currently Authorized	# Positions Recommended	Difference
Master Police Officer	1	1	
Crime Prevention			
Crime Prevention Officer	1	1	
Parking Enforcement			
Parking Enforcement Officer	7	8	**+1**
Investigations Division			
Captain	1	1	
Lieutenant	1	1	
Major Crimes Unit			
Sergeant	1	1	
Detectives	7	7	
Administrative Secretary	1	1	
Special Assault Unit			
Sergeant	1	1	
Detective	5	5	
Property Crimes Unit			
Sergeant	1	1	
Detectives	7	7	
Criminal Intelligence Unit			
Detectives	3	3	
Financial Crimes Unit			
Detectives	4	4	
Forensics Investigations Unit			
Sergeant	1	1	
Detectives	4	4	
Snohomish Regional Drug Task Force			
Sergeant	1	1	
Detectives	6	6	
Administrative Assistant	1	1	
Crime Analysis Unit			
Crime Analyst	2	3	**+1**
Unit Total	**84**	**88**	**+4**
Department Total	**251**	**260**	**+9**

2.   Staffing Assessment

In the following sections are provided the project team's analysis of workloads and staffing in each departmental function.

A.   Operations Bureau

The Operations Bureau is divided in the North and South Patrol Sectors. It also includes Special Operations at EPD, which manages Youth Services (School Resource Officers), the Gang Response Unit (GRU), and the Anti-Crime Team (ACT). Other specialty units within the Operations Bureau include the Traffic Safety Unit (TSU), the Community Bicycle Unit (CBU), and the Community Outreach and Enforcement Team (COET).

1.   Patrol Workload Analysis

The following sections provide analysis of patrol workload and other issues relating to the effectiveness of field services.

(1)   CAD Analysis Methodology

Our project team has calculated the community-generated workload of the department by analyzing incident records in the computer aided dispatch (CAD) database, covering the entirety of calendar year 2021, recognizing the potential impacts of the COVID19 pandemic on this data.

For incidents to be identified as community-generated calls for service and included in our analysis of patrol, each of the following conditions needed to be met:

- The incident must have been unique.

- The incident must have been first created in calendar year 2021.

- The incident must have involved at least one officer assigned to patrol, as identified by the individual unit codes of each response to the call.

- The incident type of the event must have sufficiently corresponded to a community-generated event. Call types that could be identified with a high level of certainty as being either self-initiated (e.g., traffic stops) or other kinds of activity generated by the department (e.g., directed patrol) are not counted as community-generated calls for service.

- There must have been no major irregularities or issues with the data recorded for the incident that would prevent sufficient analysis, such as having no unit code or lack of any time stamps.

After filtering through the data using the methodology outlined above, the remaining incidents represent the community-generated calls for service handled by EPD patrol units.

(2)   Calls for Service by Hour and Weekday

The following table displays the total number of calls for service handled by patrol units by each hour and day of the week:

Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12a	387	324	321	307	324	330	410	2,403
1am	344	250	271	255	261	288	323	1,992
2am	290	202	218	206	246	249	295	1,706
3am	253	217	197	200	218	217	231	1,533
4am	202	186	190	220	201	185	196	1,380
5am	211	202	229	236	199	245	186	1,508
6am	213	327	289	317	330	292	234	2,002
7am	296	454	395	462	404	415	349	2,775
8am	378	579	516	520	569	522	437	3,521
9am	479	640	605	611	560	635	504	4,034
10am	530	685	662	644	625	675	554	4,375
11am	563	703	647	621	667	636	637	4,474
12pm	573	689	682	666	642	691	588	4,531
1pm	587	695	656	683	664	703	630	4,618
2pm	529	770	697	659	678	767	611	4,711
3pm	576	781	685	764	723	764	634	4,927
4pm	504	701	688	705	651	703	609	4,561
5pm	565	624	636	603	609	701	542	4,280
6pm	550	626	652	652	629	647	609	4,365
7pm	602	618	544	610	609	655	608	4,246
8pm	524	551	539	566	556	574	564	3,874
9pm	500	488	509	486	500	565	486	3,534
10pm	487	477	465	425	475	554	590	3,473
11pm	400	376	350	381	414	489	479	2,889
Total	10,543	12,165	11,643	11,799	11,754	12,502	11,306	81,712

The patrol workload shown above is consistent with what is to be expected in the experience of MCG project staff. The period of elevated workload is consistent

throughout all days of the week between the hours of 0900 and 2000 hours (~11 hours). This can be clearly shown in an hourly chart:

Call for Service Activity by Hour
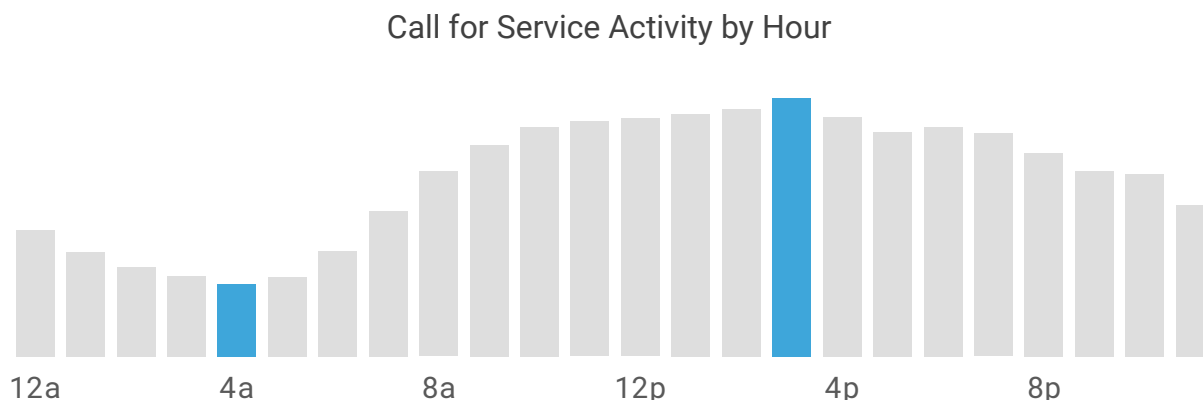
(3)   Calls for Service by Month

The following table displays calls for service totals by month, showing seasonal variation as a percentage difference from the quarterly average:

Calls for Service by Month

Month	# of CFS	Seasonal +/-
Jan	6,187	
Feb	5,635	-10.2%
Mar	6,527	
Apr	6,504	
May	6,889	+0.5%
Jun	7,142	
Jul	7,590	
Aug	7,162	+7.4%
Sep	7,192	
Oct	7,154	
Nov	6,824	+2.2%
Dec	6,906	
Total	81,712	

The seasonal variation in Q1 according to EPD data is unusually strong. This finding is consistent with findings across other northwest jurisdictions throughout the northwest and has been attributed to the inclement weather during these winter months. These

climate variations have been found to keep a majority of residents inside, resulting in a reduction in overall calls for service during these three months[1].

(4)   Most Common Types of Calls for Service

The following table provides the ten most common incident categories of calls for service handled by patrol units over the last year, as well as the average call handling time (HT)[2]:

Most Common Call for Service Categories

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
SUSPICIOUS	7,725	20.0						
DISTURBANCE	5,180	21.3						
FOLLOW UP	5,166	22.1						
NUISANCE	5,150	16.2						
THEFT	3,515	37.8						
911	3,164	12.8						
CIVIL	3,160	23.2						
WELFARE CHECK	3,014	21.9						
ALARM AUDIBLE	2,610	15.8						
SUSP. PRIORITY	2,424	21.1						
All Other Types	40,604	37.8						
Total	81,712	29.4						

The increased call activity during the nighttime hours appears partly attributable to suspicious activity calls, as well as disturbances and follow up calls for service, which occur in far greater numbers during the evening hours than at other times.

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[1] See: Andresen, & Malleson, N. (2013). Crime seasonality and its variations across space. Applied Geography (Sevenoaks), 43, 25-35.

[2] Handling time is defined as the total time in which a patrol unit was assigned to an incident. It is calculated as the difference between the recorded time stamps the unit being dispatched and cleared from the incident.

2.   Analysis of Patrol Resource Needs

Analysis of the community-generated workload handled by patrol units is at the core of analyzing field staffing needs. Developing an understanding of where, when, and what types of calls are received provides a detailed account of the service needs of the community, and by measuring the time used in responding and handling these calls, the staffing requirements for meeting the community's service needs can then be determined.

To provide a high level of service, patrol units need to do more than just response to calls for service. Instead, officers must have sufficient time outside of community-driven workload to proactively address public safety issues, conduct problem-oriented policing, and perform other self-directed engagement activities within the service environment. As a result, patrol staffing needs are calculated not only from a standpoint of the capacity of current resources to handle workloads, but also their ability to provide a certain level of service beyond responding to calls.

With this focus in mind, the following sections examine the process used by the project team to determine the patrol resource needs of the Everett Police Department based on current workloads, staff availability, and service level objectives.

(1)   Overview of the Resource Needs Analysis

An objective and accurate assessment of patrol staffing requires analysis of the following three factors:

> i.   The number of community-generated workload hours handled by patrol.
>
> ii.   The total number of hours that patrol is on-duty and able to handle those workloads, based on current staffing numbers and net availability factors (e.g., leave, administrative time, etc.).
>
> iii.   The remaining amount of time that patrol has to be proactive, which can also be referred to as "uncommitted" time.

This study defines the result of this process as, **patrol proactivity**, or the percentage of patrol officers' time in which they are *available and on-duty* that is *not* spent responding to community-generated calls for service. This calculation can also be expressed visually as an equation:

$$\frac{\text{Total Net Available Hours} - \text{Total CFS Workload Hours}}{\text{Total Net Available Hours}} = \%\ \text{Proactivity}$$

The result of this equation is the overall level of proactivity in patrol, which in turn provides a model for the ability of patrol units to be proactive given current resources and community-generated workloads. There are some qualifications to this, which include the following:

- Optimal proactivity levels are a generalized target, and a single percentage should not be applied to every agency. The actual needs of an individual department vary based on a number of factors, including:

    - Other resources the department has to proactively engage with the community and address issues, such as a dedicated proactive unit.

    - Community expectations and ability to support a certain level of service.

    - Whether fluctuations in the workload levels throughout the day require additional or fewer resources to be staffed to provide adequate coverage.

- Sufficient proactivity at an overall level does not guarantee, based on workload patterns, and deployment schedules, that resources are sufficient throughout all times of the day and week.

Overall, based upon the previous experience of project staff at MCG, a department the size of EPD should generally target an overall proactivity level of 40% to 45% as an effective benchmark of patrol coverage.

(2)   Patrol Unit Staffing and Net Availability

The Everett Police Department follows a 12-hour Pitman Schedule shift configuration that assigns personnel to 12 teams on a fixed basis with fixed workdays. The following table outlines this schedule, showing the number of positions that are assigned to each shift team (including those on long-term and injury leave, but excluding vacancies):

Patrol Shift Configuration *(Current Staffing* Levels)[3]

Shift	Team	Start	End	S	M	T	W	Th	F	Sa	S	M	T	W	Th	F	Sa	# Ofcs
Platoon A	North	0500	1700															4
	North	0600	1800															3
	Central	0600	1800															3
	South	0500	1700															6
Platoon B	North	0500	1700															4
	North	0600	1800															3
	Central	0600	1800															5
	South	0500	1700															6
Platoon C	North	1700	0500															4
	North	1800	0600															4
	Central	1800	0600															5
	South	1700	0500															6
Platoon D	North	1700	0500															5
	North	1800	0600															4
	Central	1800	0600															5
	South	1700	0500															5

While the table provides the scheduled staffing levels, it does not reflect the numbers that are actually on-duty and available to work on at any given time. Out of the 2,184 hours per year that each officer is scheduled to work (excluding overtime), a large percentage is not actually spent on-duty and available in the field.

As a result, it is critical to understand the amount of time that officers are on leave – including vacation, sick, injury, military, or any other type of leave – as well as any hours dedicated to on-duty court or training time, and all time spent on administrative tasks such as attending shift briefings. The impact of each of these factors is determined through a combination of calculations made from EPD data and estimates based on the experience of the project team, which are then subtracted from the base number of annual work hours per position. The result represents the total **net available hours** of

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[3] Figures displayed in the table also include those in injury and long-term leave but exclude permanent vacancies in which the position slot is actually open. Further, it should be of note that these staffing allocations were reported to project staff on *November 9, 2021,* as a part of the initial data request. While these are utilized for the analysis, slight variations in personnel allocation have occurred since.

patrol officers, or the time in which they are on-duty and available to complete workloads and other activities in the field.

The table below outlines the calculation process in detail, outlining how each contributing factor is calculated:

Factors Used to Calculate Patrol Net Availability

Work Hours Per Year

The total number of scheduled work hours for patrol officers, without factoring in leave, training, or anything else that takes officers away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

Base number: **2,184 scheduled work hours per year**

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, as well as injuries and military leave – anything that would cause officers that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

Calculated from EPD data: **358 hours of leave per year**

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each officer spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for patrol officers, the number of hours is estimated based on the experience of the project team.

Estimated: **20 hours of on-duty court time per year**

On-Duty Training Time (subtracted from total work hours per year)

The total number of hours spent per year in training that are completed while on-duty and not on overtime. EPD provided MCG project staff two sources of data related to training. The first outlined their internal training efforts aimed at providing officers training aimed at upholding EPD policies as well as aimed at upholding Washington State Legislature training protocols. The second outlined their participation in Snohomish County Regional Satellite Training Center protocols. These hours totaled an estimated 60 hours of training per year, per officer, a number aligned with the expertise and expectations of MCG project staff.

Calculated from EPD data: **60 hours of on-duty training time per year**

Administrative Time (subtracted from total work hours per year)

The total number of hours per year spent completing administrative tasks while on-duty, including briefing, meal breaks, and various other activities.

The number is calculated as an estimate by multiplying 90 minutes of time per shift times the number of shifts actually worked by officers in a year after factoring out the shifts that are not worked as a result of leave being taken.

Estimated: **228 hours of administrative time per year**

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for officers – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:
1,518 net available hours per officer

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of patrol officers:

Calculation of Patrol Unit Net Availability

Base Annual Work Hours		2,184
Total Leave Hours	–	358
On-Duty Training Hours	–	60
On-Duty Court Time Hours	–	20
Administrative Hours	–	228
Net Available Hours Per Officer	=	1,518
Number of Officer Positions	×	*72*
Total Net Available Hours	=	109,278

Overall, the 72 officer positions combine for a total of 109,278 net available hours per year, representing the time in which they are on duty and able to respond to community-generated incidents and be proactive.

(3)   Overview of Call for Service Workload Factors

The previous chapter of the report examined various trends in patrol workload, including variations by time of day and of week, common incident types, as well as a number of other methods. This section advances this analysis, detailing the full extent of the resource demands that these incidents create for responding patrol personnel.

Each call for service represents a certain amount of workload, much of which is not captured within the handling time of the primary unit. Some of these factors can be calculated directly from data provided by the department, while others must be estimated due to limitations in their measurability.

The following table outlines the factors that must be considered in order to capture the full scope of community-generated workload, and provides an explanation of the process used to calculate each factor:

Factors Used to Calculate Total Patrol Workload

Number of Community-Generated Calls for Service

Data obtained from an export of CAD data covering a period of an entire year that has been analyzed and filtered in order to determine the number and characteristics of all community-generated activity handled by patrol officers.

The calculation process used to develop this number has been summarized in previous sections.

Calculated from EPD data: **81,712 community-generated calls for service**

Primary Unit Handling Time

The time used by the primary unit to handle a community-generated call for service, including time spent traveling to the scene of the incident and the duration of on-scene time. For each incident, this number is calculated as the difference between 'call cleared' time stamp and the 'unit dispatched' time stamp.

In the experience of the project team, the average handling time is typically between 30 and 42 minutes in agencies where time spent writing reports and transporting/booking prisoners is *not* included within the recorded CAD data time stamps.

The resulting 29.4 minutes of primary unit handling time per call for service is right at the bottom threshold of expected handling time of MCG project staff.

Calculated from EPD data: **29.4 minutes of handling time per call for service**

Number of Backup Unit Responses

The total number of backup unit responses to community-generated calls for service. This number often varies based on the severity of the call, as well as the geographical density of the area being served.

This number can also be expressed as the *rate* of backup unit responses to calls for service and is inclusive of any additional backup units beyond the first.

Calculated from EPD data: **0.55 backup units per call for service**

Backup Unit Handling Time (multiplied by the rate)

The handling time for backup units responding to calls for service is calculated using the same process that was used for primary units, representing the time from the unit being dispatched to the unit clearing the call.

Backup unit handling time was calculated using EPD data from 2021, as timestamps for all utilized units per call were present in the database provided to project staff. In the experience of the project staff, the backup unit handling time is sometimes higher than that of the primary unit, as those calls garnering backup units tend to be more severe. In this case, the average backup unit handling time was less than that of the primary unit handling time at 20.2 minutes of handling time per backup unit.

Calculated from EPD data: **20.2 minutes of handling time per backup unit**

Number of Reports Written

The total number of reports and other assignments relating to calls for service that have been completed by patrol units, estimated at one report written for every three calls for service. This includes any supporting work completed by backup units.

In this case, the number has been calculated from EPD data. EPD data from calendar year 2021 indicates that patrol units wrote 26,530 reports in 2021 for 81,712 calls for service. This results in 0.32 reports written per call for service, aligning with expectations of MCG project staff.

Calculated from EPD data: **0.32 reports written per call for service**

Report Writing Time (multiplied by the report writing rate)

The average amount of time it takes to complete a report or other assignment in relation to a call for service. Without any data detailing this specifically, report writing time must be estimated based on the experience of the project team. It is assumed that 45 minutes are spent per written report, including the time spent by backup units on supporting work assignments.

Estimated: **45 minutes per report**

Total Workload Per Call for Service

The total time involved in handling a community-generated call for service, including the factors calculated for primary and backup unit handling time, and reporting writing time.

The product of multiplying this value by the calls for service total at each hour and day of the week is the number of hours of community-generated workload handled by patrol units – equating to approximately 75,007 total hours in 2021.

Calculated from previously listed factors: **55.1 total minutes of workload per call for service**

Each of the factors summarized in this section contribute to the overall picture of patrol workload – the total number of hours required for patrol units to handle community-generated calls for service, including primary and backup unit handling times, report writing time, and jail transport time.

These factors are summarized in the following table:

Summary of CFS Workload Factors

Total Calls for Service	81,712	
Avg. Primary Unit Handling Time	29.4 min.	53%
Backup Units Per CFS	0.55	
Avg. Backup Unit Handling Time	20.2 min.	20%
Reports Written Per CFS	0.32	
Time Per Report	45.0 min.	27%
Avg. Workload Per Call	55.1 min.	
Total Workload	**75,007 hrs.**	

The table above outlines the CFS workload factors for Everett patrol officers. As shown above, 53% of their workload is dedicated to responding to calls for service as the primary unit, another 20% dedicated to responding to calls for service as a backup unit, and the remaining 27% of their workload dedicated to report writing time.

Overall, each call represents an average workload of 55.1 minutes, including all time spent by the primary unit handling the call, the time spent by any backup units attached

to the call, as well as any reports or other assignments completed in relation to the incident.

(4)   Calculation of Overall Patrol Proactivity

Using the results of the analysis of both patrol workloads and staff availability, it is now possible to determine the remaining time in which patrol units can function proactively. The result can then function as a barometer from which to gauge the capacity of current resources to handle call workload demands, given objectives for meeting a certain service level.

The following table shows the calculation process used by the project team to determine overall proactivity levels, representing the percentage of time that patrol officers have available outside of handling community-generated workloads:

<div align="center">

Calculation of Overall Patrol Proactivity

</div>

Total Patrol Net Available Hours		109,278
Total Patrol Workload Hours	−	75,007
Resulting # of Uncommitted Hours	=	34,271
Divided by Total Net Available Hours	÷	109,278
Overall Proactive Time Level	=	31.4%

The following chart shows this analysis at a more detailed level, providing proactivity levels in four-hour blocks throughout the week:

Proactivity by Hour and Weekday (*Current*)

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	62%	68%	67%	69%	64%	62%	58%	64%
6am–10am	45%	23%	33%	33%	31%	33%	45%	35%
10am–2pm	17%	7%	8%	9%	9%	11%	13%	11%
2pm–6pm	21%	6%	5%	7%	10%	3%	16%	10%
6pm–10pm	26%	27%	22%	23%	26%	22%	24%	24%
10pm–2am	35%	44%	46%	43%	45%	38%	33%	41%
Overall	35%	30%	31%	32%	32%	29%	32%	31%

These proactivity levels are also exemplified by hour in the following chart:

Proactivity by Hour of Day (*Current*)
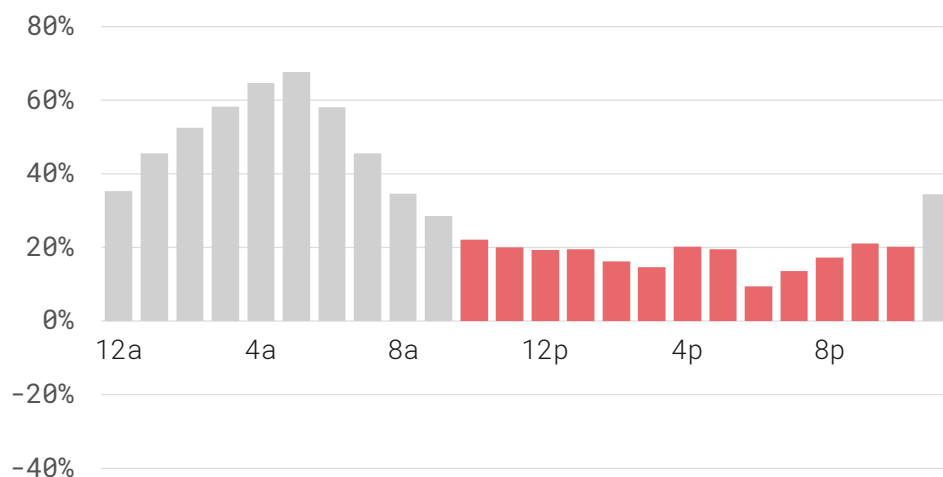
The overall proactive time level, at just 31.4%, is well below the target threshold of 40% that should serve as a target level of service in accordance with best practices. Patrol units are especially deficient from 1000 to 2200 hours, the hours of peak call demand.

This finding of inadequate proactive time for EPD patrol units negatively impacts the ability of EPD patrol units to conduct proactive policing initiatives throughout the city.

Because EPD currently deploys a patrol staff working 12-hour shifts without shift overlap or staggered workdays, there is a lack of flexibility in the ability to staff across day and night shifts in relation to workloads. The following section outlines a staffing reconfiguration that can be utilized with current staffing levels to better distribute proactive abilities between day and night shifts.

(5)   Potential to Reallocate Current Patrol Personnel to Equalize Service Levels

As discussed above, there is an inadequate allocation of patrol officer resources between day and night shift at EPD, especially in a 12-hour block from 1000 to 2200. Prior to evaluating the number of staff needed to better allocate reactive workloads and proactive abilities, the Matrix team explored whether existing staff could be reallocated to better achieve these service goals.

The following schedule has been developed to better allocate *current* patrol officers based upon current workloads. This schedule utilizes the current EPD patrol staffing number of 72[4] but re-allocates 4 patrol officers from night shift to day shift to adequately handle the calls for service workload experienced during the hours of 1000 to 2000. The schedule and shift allocations outlined below should serve as an interim staffing plan for EPD patrol units until target staffing levels are achieved (See Section 2.6 below).

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[4] Patrol staffing allocation as of November 9, 2021.

Patrol Shift Configuration (*Proposed Interim Staffing Schedule*)

Shift	Team	Start	End	S	M	T	W	Th	F	Sa	S	M	T	W	Th	F	Sa	# Ofcs	+/-
Platoon A	North	0500	1700															4	
	North	0600	1800															4	+1
	Central	0600	1800															4	+1
	South	0500	1700															6	
Platoon B	North	0500	1700															4	
	North	0600	1800															4	+1
	Central	0600	1800															6	+1
	South	0500	1700															6	
Platoon C	North	1700	0500															4	
	North	1800	0600															4	
	Central	1800	0600															4	-1
	South	1700	0500															5	-1
Platoon D	North	1700	0500															4	-1
	North	1800	0600															4	
	Central	1800	0600															4	-1
	South	1700	0500															5	

A limit of 4 officers should be reallocated from night shift to day shift to eliminate potential issues relating to officer safety (e.g., approaching minimum staffing levels that do not allow for proper backup units to be present if necessary). The proposed shift allocations presented above were strategically selected in an effort to best apply officers in the interim to the times in which service levels are lacking (i.e., 1000 to 2200 hours). As shown above, the reallocated officers have been assigned to a unit that starts their shift at 0600 and works until 1800 to cover as much of the lacking service times as possible without changing the already established platoon start times. Not taken into consideration with this recommendation is any financial impact this may have on department overtime expenditures due to contractual minimum staffing requirements for night shift.

While this scheduling alternative does not affect the overall proactivity level of EPD patrol as a whole (31.4%), the following chart exhibits how this scheduling alternative impacts some of the affected service hour segments. This is shown in the following proactivity chart:

Proactivity by Hour and Weekday (*Proposed Interim Staffing Schedule*)

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	58%	64%	64%	66%	60%	57%	53%	60%
6am–10am	51%	31%	40%	40%	39%	40%	51%	42%
10am–2pm	26%	17%	18%	19%	18%	21%	22%	20%
2pm–6pm	29%	15%	14%	16%	19%	13%	24%	19%
6pm–10pm	18%	18%	13%	14%	17%	12%	15%	15%
10pm–2am	27%	37%	40%	37%	39%	31%	26%	34%
Overall	35%	30%	31%	32%	32%	29%	32%	31%

This scheduling alternative provides a marginally improved allocation of workloads and proactive abilities between day and night shifts. However, the overall conclusion is the same – current staffing levels cannot meet targeted proactivity levels.

Recommendations:

Intermediately reassign 4 of the currently deployed 72 patrol officers from night shifts to day shifts to account for the increased call volume from 1000 to 2200 hours throughout all 7 days of the week.

Continue to evaluate alternative work schedules and shifts to best meet workload demands and to address work / life balance concerns for officers assigned to patrol.

(6)   The Number of Patrol Staff Required to Meet Service Level Objectives

It is clear that insufficient personnel are available, at present, in patrol to meet an important service level objective. The issue today is not just the number of authorized positions but the number of vacancies being carried in the Department.

To determine total staffing needs, it is important to consider the number of vacancies that currently exist, as well as the rate of turnover expected in the future. An agency will never be fully staffed, as there will always be vacancies occurring as a result of retirement, termination, and other factors. When these events occur, it takes a significant amount of time to recruit a new position, complete the hiring process, attend an academy, and

complete field training before the individual becomes a solo patrol officer. Given this consideration, agencies must always hire above the number needed to provide a targeted level of service.

The amount of 'buffer' that an agency requires should be based on the historical rate of attrition within patrol. Attrition can take many forms – if it is assumed that the majority of vacancies are carried in patrol staffing, a vacancy at the officer level in any other areas of the organization would consequently remove one officer from regular patrol duties. Likewise, promotions would have the same effect, in that they create an open position in patrol. Not included, however, are positions that become vacant while the individual is still in the academy or field training, and they are not counted in our analysis as being part of 'actual' patrol staffing.

Given these considerations, **an additional 5% *authorized* (budgeted) positions** should be added on top of the actual number of positions resulting from the workload analysis in order to account for turnover. These calculations are shown in the following table:

<p style="text-align:center">Calculation of Patrol Unit Staffing Needs</p>

Total Workload Hours		75,007
Proactivity Target		40%
Staffed Hours Needed	=	125,012
Net Available Hours Per Officer	÷	1,518
Turnover Factor	+	5%
Patrol Officer FTEs Needed	=	87

The analysis shows that 87 officer positions should be budgeted to be able to deploy enough personnel to meet 40% proactivity on an overall level. The current budgeted level is 86 officers allocated to patrol, with an additional 4 FTEs from the COPS grant received by EPD, for a **total of 90 patrol positions**. As a result, once these 86 officer positions are filled and supplemented with the 4 FTEs provided by the COPS grant, EPD patrol ranks will have sufficient manpower to provide an adequate level of service to the Everett community. The fact that the Department is striving to fill the number of positions authorized today is clearly an issue. The EPD currently has 18 vacancies[5] being carried in patrol, including the 4 FTEs from the COPS grant.

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[5] According to November 9, 2021, staffing levels.

Recommendation:

Maintain the current staffing levels throughout EPD patrol shifts at 90 FTE, including the 4 FTE via the COPS grant. Hire to fill the 18 vacancies throughout patrol.

(8)   Improving Long-Term Patrol Shift Schedule Configuration

As shown in Section 2.5, even after the reallocation of the 4 officers from night shifts to day shifts starting at 0600, available resources are still unable to provide a sufficient amount of proactive time from 1000 to 2200 hours throughout all days of the week. In order to address this staffing deficiency, the project team developed a long-term, alternative patrol shift schedule that is outlined below.

The alternative schedule shown below is based on the recommended authorized staffing level of 90 officers, including the 4 FTEs acquired via the COP grant to be assigned to patrol efforts. It assumes that the current officers will be assigned consistently with the intermediate staffing plan, and additional officers will be utilized to 1) replace personnel that were reallocated from night shifts to day shifts in the interim staffing plan and 2) create a new power shift aimed at providing adequate levels of service from 1000 to 2200 hours. An outline of this proposed staffing schedule is provided below:

Patrol Shift Configuration (*Proposed Long-Term Staffing Schedule*)

Shift	Team	Start	End	S	M	T	W	Th	F	Sa	S	M	T	W	Th	F	Sa	# Ofcs
Platoon A	North	0500	1700															4
	North	0600	1800															4
	Central	0600	1800															4
	South	0500	1700															6
Platoon B	North	0500	1700															4
	North	0600	1800															4
	Central	0600	1800															6
	South	0500	1700															6
Platoon C	North	1700	0500															4
	North	1800	0600															4
	Central	1800	0600															5
	South	1700	0500															6
Platoon D	North	1700	0500															5
	North	1800	0600															4
	Central	1800	0600															5
	South	1700	0500															5
Power	P1	1000	2200															7
	P2	1000	2200															7

The inclusion of the power shift from 1000 to 2200 hours will provide EPD patrol with the following advantages:

- Adequate day time workload coverage,

- The utilization of no more officers than what have already been budgeted for including the FTE provided by the COPS grant,

- The ability to hold needed trainings during shift overlap (1000 to 1700/1800 and 1700/1800 to 2200) something that could not have been done before as the platoon system that is currently deployed does not present hourly overlap between day and night platoons,

- Consistency in shift scheduling rotations, as the power shift operates on the same 2 on/2 off/3 on/2 off/2 on/3 off, 12-hour schedule that is already established, and

- An alternate shift time to offer to patrol officers.

The advantages of this alternate shift schedule together with the additional officers would have a dramatic impact on proactivity levels, as shown in the following table:

Proactivity by Hour and Weekday (*Proposed Long-Term Staffing Schedule*)

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	63%	69%	68%	70%	65%	62%	59%	65%
6am–10am	52%	33%	41%	41%	40%	41%	52%	43%
10am–2pm	45%	38%	39%	39%	39%	41%	42%	41%
2pm–6pm	48%	38%	37%	38%	40%	36%	44%	40%
6pm–10pm	45%	45%	42%	43%	45%	42%	43%	44%
10pm–2am	37%	45%	47%	45%	47%	40%	35%	42%
Overall	48%	44%	45%	45%	45%	43%	46%	45%

While the additional staff have only a marginal impact on overall proactivity, their addition together with their deployment in a power shift dramatically improves proactivity during the problem hours of 1000 – 2200.

Without the utilization of the power shift, the additional officers deployed proportionately through the already established platoon system will result in a significant improvement in field capabilities, but not as effectively as it does with the use of the power shift. This is shown in the following table:

Proactivity by Hour and Weekday (*Proportional Allocation*)

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	64%	69%	69%	70%	66%	63%	60%	66%
6am–10am	64%	50%	56%	56%	55%	56%	64%	57%
10am–2pm	46%	39%	40%	41%	40%	42%	43%	42%
2pm–6pm	47%	38%	37%	38%	40%	36%	44%	40%
6pm–10pm	28%	29%	24%	25%	28%	24%	26%	26%
10pm–2am	37%	45%	47%	45%	47%	40%	35%	42%
Overall	48%	45%	46%	46%	46%	44%	46%	45%

The utilization of the power shift properly allocates officers across all shifts and days of the week to provide sufficient staffing levels in a more consistent fashion.

Recommendation:

Once adequate patrol staffing allows, allocate 14 patrol officers to a two-team power shift operating from 1000 to 2200 hours. This will provide patrol officers the ability to handle increased CFS workloads during this period.

(9)   Patrol Supervisory Recommendations

The introduction of the power shift in the patrol division at EPD presents the need to re-evaluate the supervisory spans of control within patrol. As outlined above, these two power shifts will add an additional 14 personnel in need of supervision. If the currently established patrol sergeants assigned to Platoons A, B, C, and D are to adopt supervisory responsibilities for these additional patrol officers during their shift, supervisory spans of control will rise to upwards of 1:13, a ratio that, in the experience of the project staff, is too high when it is directly correlated to the times of day with the highest workload for patrol units.

As such, project staff recommend that 2 of the total 14 positions added to EPD power shifts be reclassified to the rank of sergeant, resulting in an adequate supervisory ratio of 1:6, similar to the supervisory ratio of current patrol teams. While this removes 2 patrol officers (1 per power shift) to respond to calls for service, the table below shows that this

reclassification allows EPD patrol to still exceed the targeted patrol proactivity levels with a proactive time level of 43.8%.

Calculation of Overall Patrol Proactivity (*Proposed Long-Term Staffing Schedule*)

Total Patrol Net Available Hours		133,562
Total Patrol Workload Hours	−	75,007
Resulting # of Uncommitted Hours	=	58,555
Divided by Total Net Available Hours	÷	133,562
Overall Proactive Time Level	=	43.8%

Further, the sufficient proactivity level is still spread throughout all days of the week and a large majority of hours of the day, as shown below:

Proactivity by Hour and Weekday (*Proposed Long-Term Staffing Schedule*)

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am–6am	62%	68%	67%	69%	64%	61%	58%	64%
6am–10am	51%	31%	40%	40%	39%	40%	51%	42%
10am–2pm	44%	37%	38%	38%	38%	40%	41%	39%
2pm–6pm	47%	36%	36%	37%	39%	35%	43%	39%
6pm–10pm	44%	44%	41%	42%	44%	40%	42%	42%
10pm–2am	35%	44%	46%	43%	45%	38%	33%	41%
Overall	47%	43%	44%	44%	44%	42%	44%	44%

As shown above, this reclassification serves to provide adequate field supervisory conditions, while still exceeding the targeted patrol proactivity levels of 40% throughout all days of the week and a large majority of hours of the day. In summary, the final, long-term EPD patrol shift configuration should be as follows:

Patrol Shift Configuration (*Proposed Long-Term Staffing Schedule*)

Shift	Team	Start	End	S	M	T	W	Th	F	Sa	S	M	T	W	Th	F	Sa	# Ofcs
Platoon A	North	0500	1700															4
	North	0600	1800															4
	Central	0600	1800															4
	South	0500	1700															6
Platoon B	North	0500	1700															4
	North	0600	1800															4
	Central	0600	1800															6
	South	0500	1700															6
Platoon C	North	1700	0500															4
	North	1800	0600															4
	Central	1800	0600															5
	South	1700	0500															6
Platoon D	North	1700	0500															5
	North	1800	0600															4
	Central	1800	0600															5
	South	1700	0500															5
Power	P1	1000	2200															6
	P2	1000	2200															6

Recommendation:

Reclassify 2 of the 14 FTE assigned to the power shifts (1 FTE from each) to the rank of sergeant to provide adequate supervisory spans of control in patrol.

(10)   Patrol Staffing Plan Temporal Summary

Seeing as the proposed staffing plan for patrol at EPD is intricate in its temporal nature, the following chart was produced to best summarize the recommendations and order in which deployment schedules should start and end.

| **Immediate Changes** | • | Hire to fill existing (18) vacant positions within patrol, including the 4 FTE provided by the COPS grant, |
| | • | Intermediately reallocate 4 personnel from Night Platoons (C & D) to Day Platoons (A & B) in accordance with the interim staffing plan (Section 2.5). |

| **When Patrol Staffing Allows** | • | Allocate 14 FTE to 2 power shift teams assigned to patrol sectors in accordance with the long-term staffing plan (Section 2.8), |
| | • | Reclassify 2 of these 14 positions to the sergeant level to provide adequate field supervisory spans of control while still achieving adequate service level targets. |

3.   Self-Initiated Activity

The analysis to this point has focused on the reactive portion of patrol workload, consisting of community-generated calls for service and related work. In the remaining available time, which is referred to in this report as proactive time, officers are able to proactively address public safety issues through targeted enforcement, saturation patrol, community engagement, problem-oriented policing projects, and other activity. Equally critical to the question of how much proactive time is available is how and whether it is used in this manner.

There are some limitations on how the use of proactive time is measured, however. Not all proactive policing efforts are tracked in CAD data, such as some informal area checks, saturation patrol, miscellaneous field contacts, and other types of activity. However, many categories of officer-initiated activity are nonetheless recorded, such as traffic stops, community policing efforts, and follow-up investigations.

Nonetheless, CAD data does provide for a significant portion of officer-initiated activity to be analyzed to examine for how utilized uncommitted time is for proactive policing.

(1)   Self-Initiated Activity by Hour and Weekday

Self-initiated activity displays different hourly trends compared to community-generated calls for service, as illustrated in the following table:

Self-Initiated Activity by Hour and Weekday

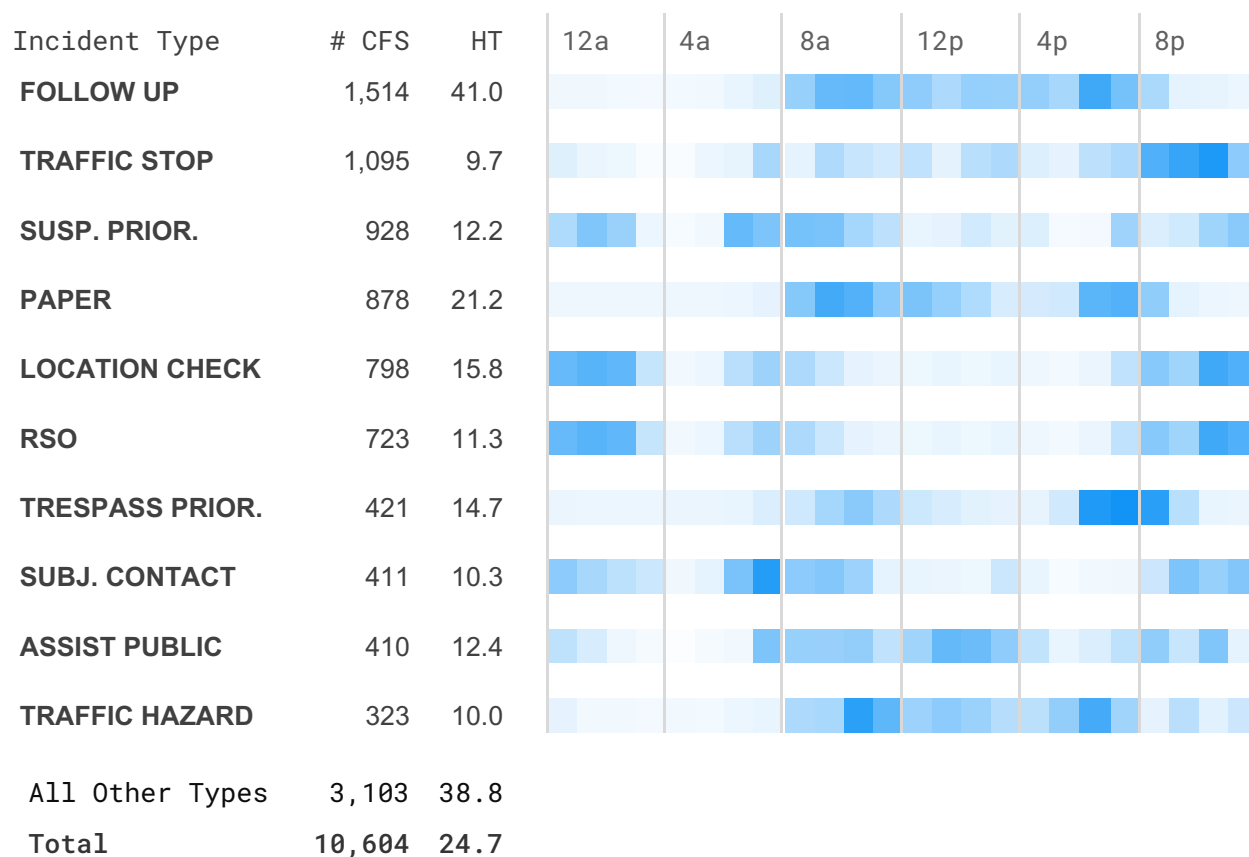| Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	50	38	37	54	47	48	51	325
1am	53	52	35	48	44	45	50	327
2am	38	34	29	38	57	33	46	275
3am	29	21	26	23	26	40	31	196
4am	14	15	17	12	21	14	14	107
5am	23	14	26	13	35	15	29	155
6am	33	64	45	48	54	46	44	334
7am	51	55	92	82	87	43	97	507
8am	59	56	78	84	96	88	103	564
9am	94	84	93	99	90	93	107	660
10am	73	105	79	96	84	89	144	670
11am	62	69	77	88	104	77	97	574
12pm	64	68	67	75	77	80	81	512
1pm	61	72	69	83	84	74	76	519
2pm	72	63	64	94	67	80	66	506
3pm	63	66	69	65	54	76	80	473
4pm	33	58	65	65	49	70	60	400
5pm	40	36	46	32	63	35	55	307
6pm	129	106	72	73	76	69	105	630
7pm	111	110	91	85	81	92	111	681
8pm	83	105	86	80	67	94	101	616
9pm	52	88	68	50	53	68	65	444
10pm	48	76	47	59	71	60	65	426
11pm	53	60	63	40	62	68	50	396
Total	1,388	1,515	1,441	1,486	1,549	1,497	1,728	10,604

Self-initiated activity of EPD patrol officers follow expected trends. Increased rates of self-initiated activity are found throughout the peak morning (0700 – 1100) and peak evening (1800 – 1900) traveling hours, with decreased self-initiated activity rates in the early morning hours (0200 – 0600).

Furthermore, there is an inverse relationship between workload levels by hour throughout the daytime hours (0700 – 2000). This is shown through the increased self-initiated calls for service from 0700 to 1100 and from 1800 to 2000, with a lull in self-initiated workload levels between these times (1200 – 1500). Officer initiated activities should be expected to increase with increases in staffing and proactivity.

(2)   Self-Initiated Activity by Category

Unlike community-generated calls for service, self-initiated activity is typically more concentrated over a few call types:

Most Common Categories of Self-Initiated Activity

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
FOLLOW UP	1,514	41.0						
TRAFFIC STOP	1,095	9.7						
SUSP. PRIOR.	928	12.2						
PAPER	878	21.2						
LOCATION CHECK	798	15.8						
RSO	723	11.3						
TRESPASS PRIOR.	421	14.7						
SUBJ. CONTACT	411	10.3						
ASSIST PUBLIC	410	12.4						
TRAFFIC HAZARD	323	10.0						
All Other Types	3,103	38.8						
Total	10,604	24.7						

Self-initiated activity categories are largely divided by day and night shift. As to be expected, Follow Up self-initiated calls for service occur throughout daytime hours, along with traffic calls. Nighttime self-initiated calls for service are mostly attributed to location checks and RSO calls.

Recommendation:

Once patrol vacancies have been filled, develop a plan to use resulting proactivity in positive community interactions, problem solving and support.

3.   Community Outreach and Enforcement Team (COET)

The Community Outreach and Enforcement Team (COET) at EPD is a team of police officers who work with licensed social workers that attempt to address issues such as homelessness, substance abuse, and behavioral health issues through a balanced approach of services and enforcement actions. This team was established in 2015 in response to the opioid epidemic to address these street-level issues. COET responds to these individuals struggling with living unsheltered, behavioral health issues, and other socially complex needs[6].

The COET team consists of one sergeant and four police officers from the Everett Police Department, as well as one community support coordinator and two outreach workers provided by the City's Community Development Team.

(1)   Current COET Workloads

While direct CAD data cannot be utilized to describe the team's workload due to a lack of identifiers, the following data was provided by COET to outline the work that has been done by assigned personnel:

•   The COET team responded to a total of 918 different individuals in 2021,

•   The COET team visited a total of 191 unique homeless camps,

•   Services were unavailable (i.e., not on duty) 63 times throughout calendar year 2021, and

•   COET team members wrote 694 warnings, completed 127 arrests or citations, and answered 489 calls for service.

At current staffing levels and deployments, COET is largely call and enforcement oriented, though program referrals also are made.

At this time, the COET team is deployed from 0700 to 1730, Monday through Friday. These teams do not work weekends.

(2)   COET Analytics

To analyze the services provided by COET, the MCG project staff utilized 2021 calls for service data provided by EPD. The parameters to the data utilized in this analysis mirror the previous patrol resource analytics methodologies in that they:

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[6] https://www.everettwa.gov/2798/Community-Outreach-Enforcement-Team.

- The incident must have been unique.

- The incident must have been first created in calendar year 2021[7].

- There must have been no major irregularities or issues with the data recorded for the incident that would prevent sufficient analysis, such as having no unit code or lack of any time stamps.

- The call for service must be categorized as either a "Behavioral Health Contact" or "Welfare Check", to align with the purpose of the COET team.

(3)   COET Calls for Service Evaluation

The following tables outline the calls for service activity in calendar year 2021, as well as providing an outline of the calls for service dispersion across hours of the day and days of the week.

2021 COET CFS by Type

Call Type	CFS	Avg. Handling Time
Welfare Check	2,939	27.51
Behavioral Health Contact	1,995	41.55
Total	4,934	33.35

As the following table shows, events handled by COET are relatively consistent throughout the week, ranging from about 12.5 events per day to about 14.5 events per day.

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[7] An analysis spanning from 2019 to 2021 will be conducted as well in an attempt to provide a scheduling evaluation.

CFS By Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12a	22	17	21	25	16	20	31	152
1am	15	18	17	7	12	16	16	101
2am	11	9	16	12	18	11	27	104
3am	11	14	11	14	10	11	15	86
4am	15	13	13	14	6	10	13	84
5am	15	11	16	21	13	10	12	98
6am	20	15	17	16	17	19	20	124
7am	26	31	20	22	20	20	26	165
8am	26	24	41	32	22	39	27	211
9am	33	58	31	33	33	41	38	267
10am	27	42	55	54	38	50	41	307
11am	46	40	45	50	32	39	37	289
12pm	43	60	38	39	48	54	36	318
1pm	43	44	45	43	38	40	46	299
2pm	22	57	32	42	45	43	40	281
3pm	40	47	34	50	36	56	40	303
4pm	28	36	30	43	34	49	41	261
5pm	30	33	26	27	36	41	34	227
6pm	33	27	36	24	29	36	44	229
7pm	37	37	31	31	35	47	39	257
8pm	25	39	28	30	33	34	27	216
9pm	25	29	23	30	34	31	36	208
10pm	29	29	29	22	24	25	33	191
11pm	29	18	25	23	21	25	15	156
Total	651	748	680	704	650	767	734	4,934

CFS by Month and Seasonal Variation

Month	# of CFS	Seasonal +/-
Jan	335	
Feb	353	-8.9%
Mar	436	
Apr	429	
May	485	+18.9%
Jun	553	
Jul	420	
Aug	420	- 2.1%
Sep	368	
Oct	425	
Nov	328	-8.0%
Dec	382	
Total	4,934	

(4)   COET Deployment Evaluation

To optimize the effectiveness of the COET team in providing service to members of the Everett community, MCG project staff have evaluated these workloads against their deployment schedule. Because CAD lacks specific unit identifiers for COET, the following analysis provides context for "Behavioral Health Contact" and "Welfare Check" calls for service for calendar year 2021 during the times that COET members are deployed compared to when they are not deployed.

CFS During Staffed Hours vs. Non-Staffed Hours

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12a	22	17	21	25	16	20	31	152
1am	15	18	17	7	12	16	16	101
2am	11	9	16	12	18	11	27	104
3am	11	14	11	14	10	11	15	86
4am	15	13	13	14	6	10	13	84
5am	15	11	16	21	13	10	12	98
6am	20	15	17	16	17	19	20	124
7am	26	31	20	22	20	20	26	165
8am	26	24	41	32	22	39	27	211
9am	33	58	31	33	33	41	38	267
10am	27	42	55	54	38	50	41	307
11am	46	40	45	50	32	39	37	289
12pm	43	60	38	39	48	54	36	318
1pm	43	44	45	43	38	40	46	299
2pm	22	57	32	42	45	43	40	281
3pm	40	47	34	50	36	56	40	303
4pm	28	36	30	43	34	49	41	261
5pm	30	33	26	27	36	41	34	227
6pm	33	27	36	24	29	36	44	229
7pm	37	37	31	31	35	47	39	257
8pm	25	39	28	30	33	34	27	216
9pm	25	29	23	30	34	31	36	208
10pm	29	29	29	22	24	25	33	191
11pm	29	18	25	23	21	25	15	156
Total	651	748	680	704	650	767	734	4,934

As can be seen, while the COET team is deployed through peak times of calls for service throughout the weekdays, the selected calls for service are just as frequent on weekend days. The black border in the table above provides context as to when the COET team is on duty. The percentages of calls for service that they are on duty to address are provided below.

COET Team Schedule Analysis (*2019 to 2021*)

Year	Status	Calls For Service		Self-Initiated		All Incidents	
		#	%	#	%	#	%
	On Duty	1,646	**43%**	55	**32%**	1,701	**42%**
2019	Off Duty	2,214	57%	116	68%	2,330	58%
	Total	3,860	100%	171	100%	4,031	100%
	On Duty	2,059	**45%**	62	**32%**	2,121	**44%**
2020	Off Duty	2,557	55%	133	68%	2,690	56%
	Total	4,616	100%	195	100%	4,811	100%
	On Duty	2,158	**44%**	73	**36%**	2,231	**43%**
2021	Off Duty	2,776	56%	129	64%	2,905	57%
	Total	4,934	100%	202	100%	5,136	100%

Results indicate that from 2019 to 2021, COET team members were only on duty a maximum of 45% of the time for calls for service, and 36% of the time for self-initiated activity.

(5)   COET Scheduling Alternatives

As noted above, currently, the COET team is deployed from 0700 to 1730, Monday through Friday. To improve their deployment versus workloads, MCG project staff have evaluated scheduling alternatives. An objective of this analysis would be to allocate personnel into the weekends to meet the following objectives:

(1)   Enhancing crisis de-escalation,
(2)   Increasing individuals' connection to services,
(3)   Reducing pressure on the criminal justice system by reducing arrests, police detentions, and time spent by officers in responding to calls for service,
(4)   Reducing pressure on the health care system by reducing emergency department visits and psychiatric hospitalizations, and
(5)   Promoting cost-effectiveness in handling selected public safety workloads.

To accomplish this, three COET contact teams would need to be deployed to work a staggered rotation of days – two established supervisors (one from the City's Community Development Team and the Sergeant from EPD) would serve as team supervisors, with 3 personnel assigned to each team. Aligned with the existing co-responder model, two EPD officers and 1 Community Development Team member would be assigned to each team.

(5.1)   Scheduling Alternative 1

Team 1 would work Sunday through Wednesday, Team 2 will be assigned Wednesday through Saturday, and Team 3 will be deployed Tuesday through Friday[8]. The schedule will deploy teams on a 4/10.5-hour schedule, outlined below:

Three Team, Staggered Deployment (*0700 to 1730*)

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12a	22	17	21	25	16	20	31	152
1am	15	18	17	7	12	16	16	101
2am	11	9	16	12	18	11	27	104
3am	11	14	11	14	10	11	15	86
4am	15	13	13	14	6	10	13	84
5am	15	11	16	21	13	10	12	98
6am	20	15	17	16	17	19	20	124
7am	26	31	20	22	20	20	26	165
8am	26	24	41	32	22	39	27	211
9am	33	58	31	33	33	41	38	267
10am	27	42	55	54	38	50	41	307
11am	46	40	45	50	32	39	37	289
12pm	43	60	38	39	48	54	36	318
1pm	43	44	45	43	38	40	46	299
2pm	22	57	32	42	45	43	40	281
3pm	40	47	34	50	36	56	40	303
4pm	28	36	30	43	34	49	41	261
5pm	30	33	26	27	36	41	34	227
6pm	33	27	36	24	29	36	44	229
7pm	37	37	31	31	35	47	39	257
8pm	25	39	28	30	33	34	27	216
9pm	25	29	23	30	34	31	36	208
10pm	29	29	29	22	24	25	33	191
11pm	29	18	25	23	21	25	15	156
Total	651	748	680	704	650	767	734	4,934

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[8] Friday was selected over Monday as the fourth day of Contact Team 3s schedule as Friday has consistently more COET calls for service in comparison to Monday. This trend is also present in the following section where the contact team's starting times are moved to 0900. The COET supervisors should continually evaluate these two days of the week for deployment priorities to best serve the Everett community.

As a result, the COET team will increase their effectiveness by approximately 16%, as summarized by the following table:

Three Team, Staggered Shift (*0700 to 1730*) Effectiveness

	CFS		SI		All Incidents	
	#	%	#	%	#	%
On Duty*	2,928	**59%**	107	**53%**	3,035	**59%**
Off Duty	2,006	41%	95	47%	2,101	41%
Total	4,934	100%	202	100%	5,136	100%

(5.2)   Scheduling Alternative 2

While the previous scheduling alternative dramatically improved the overall deployment strategy of the COET team, a slight shift in hourly deployment would also increase team effectiveness. The following schedule recommendation keeps the three team, staggered shift to deploy COET contact teams 7 days of the week, but slightly alters the hours that they are deployed. The following table delays the start time of COET contact team shifts from 0700 to 0900 to align with the increased workload of the two types of calls for service under evaluation.

The following table shows the deployment of the three COET teams starting at 0900:

Three Team, Staggered Deployment (*0900 to 1930*)

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12a	22	17	21	25	16	20	31	152
1am	15	18	17	7	12	16	16	101
2am	11	9	16	12	18	11	27	104
3am	11	14	11	14	10	11	15	86
4am	15	13	13	14	6	10	13	84
5am	15	11	16	21	13	10	12	98
6am	20	15	17	16	17	19	20	124
7am	26	31	20	22	20	20	26	165
8am	26	24	41	32	22	39	27	211
9am	33	58	31	33	33	41	38	267
10am	27	42	55	54	38	50	41	307
11am	46	40	45	50	32	39	37	289
12pm	43	60	38	39	48	54	36	318
1pm	43	44	45	43	38	40	46	299
2pm	22	57	32	42	45	43	40	281
3pm	40	47	34	50	36	56	40	303
4pm	28	36	30	43	34	49	41	261
5pm	30	33	26	27	36	41	34	227
6pm	33	27	36	24	29	36	44	229
7pm	37	37	31	31	35	47	39	257
8pm	25	39	28	30	33	34	27	216
9pm	25	29	23	30	34	31	36	208
10pm	29	29	29	22	24	25	33	191
11pm	29	18	25	23	21	25	15	156
Total	651	748	680	704	650	767	734	4,934

As a result, the COET team increases their effectiveness by another 6%, as outlined in the table below:

Three Team, Staggered Shift (*0900 to 1930*) Effectiveness

	CFS		SI		All Incidents	
	#	%	#	%	#	%
On Duty	3,249	**66%**	110	**55%**	3,359	**65%**
Off Duty	1,685	34%	92	45%	1,777	35%
Total	4,934	100%	202	100%	5,136	100%

Recommendations:

Create a third contact team within COET to enable weekend coverage composed of one additional co-responder teamed with two EPD officers. Deploy them on a 0900 to 1930, 4/10.5-hour schedule to accomplish adequate weekend coverage.

Continue to evaluate opportunities to divert calls to non-police and non-Police Department resources.

4.   Traffic Safety Unit (TSU)

The Traffic Safety Unit (TSU) is comprised of a sergeant, Traffic Investigations Unit, and Motors Unit. The Traffic Investigations Unit includes (2) two detective positions, both positions are currently staffed. Their responsibilities include investigating and reconstructing serious (i.e., injury and fatal) collisions as well as hit and run accidents. Their shifts are staggered to achieve Monday through Friday coverage. Unless they are unavailable due to circumstances such as vacation or illness, they are on call all nights and weekends throughout the year.

The Motors Unit is authorized (5) five full time officer positions. Due to staffing shortages, there are currently only (2) two bike officers assigned to this unit. The motor officers are responsible for enforcing traffic laws throughout the city and maintaining statistics on their enforcement activities.

The Traffic Safety Unit has one sergeant that supervises both the Traffic Investigations Unit and the Motors Unit. The TSU Sergeant is the initial point of contact for all consultations on calling out the Traffic Investigations Unit and frequently responds with them if the situation warrants it. Unless the TSU Sergeant is unavailable due to circumstances such as vacation or illness, this position is on call all nights and weekends throughout the year.

Recommendations:

- Maintain 2 detective positions in the Traffic Investigations Unit

- Review the callout procedure to determine if quality of life during time off can be improved.

- As staffing allows, attempt to fully staff the Motors Unit to reduce traffic complaints and enhance traffic safety in the community

- If the Motors Unit grows beyond four officers, it is recommended that the unit be assigned a dedicated motors sergeant position and the Traffic Investigations Unit be assigned a dedicated working sergeant

5.   Community Bicycle Unit (CBU)

The Community Bicycle Unit (CBU) in the Everett Police Department is a team of police officers who are deployed primarily via bicycle downtown but other denser areas as well. Their main function is to serve in a community-service context via relationships with community groups and businesses. These officers are mostly proactive in nature and are not driven by calls for service. The CBU is deployed with recommendations from the Crime Analysis Unit and patrol management to best serve the needs of the community.

The CBU is overseen by one (1) FTE sergeant, who is supported by 4 FTE police officer positions. Currently, there are three vacant officer positions within the CBU. However, the COPS grant received by EPD increases the budgeted staffing levels of the CBU by 4 FTE for a total of 8 authorized FTE officers.

Recommendations:

Continue to allow the Community Bicycle Unit to serve Everett in a community service context without being driven by calls for service and evaluate alternative deployment methods to best deploy the increased FTEs as a result of the COPS grant.

Fill the current (3) vacancies within the Community Bicycle Unit. Supplement the team with the additional 4 FTEs provided by the COPS grant received by EPD for a total of 8 officer positions reporting to the CBU sergeant.

6.   Special Operations

The following sections evaluate the functions in the Special Operations Division of the Everett Police Department.

1.   Youth Services Unit (School Resources)

The youth services unit consists of 1 sergeant and 6 authorized officers with 2 current vacancies. The unit provides the Everett and Mukilteo School Districts with school resources officers. These officers respond to call for service at schools, provide campus security and promote school safety. The unit also participates in several youth related events during the summer.

As noted above there are a total of 6 (2 vacancies) School Resource Officers (SROs) who are assigned to the Middle, and High Schools in the city. There are 2 high schools, 4 middle schools and 14 elementary schools located in Everett along with several private schools. The National Association of School Resource Officers recommends 1 SRO per 1,000 students depending on the number of buildings, area covered and other factors. The approximate student population covered by Everett PD SRO's in just high schools and middle schools is 6,873 students who attend 6 different school locations (High School and Middle School). With 6 SRO's (when fully staffed) the ration is approximately 1,145 students per officer without including elementary schools which is slightly below the recommended ratio as shown in the following chart:

Student Population / SROs	#
High Schools	3,222
Middle Schools	3,651
Total	**6,873**
÷	
Recommended 1 SRO per 1,000 pop.	1,000
Total	
	6.87

As the chart indicates a student population of 6,873 would require 6.87 SROs to meet the recommended ratio. Though the current authorized ratio is near the recommended range, but slightly short of the number recommended when rounded to the nearest whole number of 7.

To achieve an SRO for every middle and high school a total of 6 SROs are needed, however, to achieve the recommended ratio a total of 7 would be recommended. This would also help to increase coverage at elementary schools and after school events and officer absences. This is an increase of over 1 SRO from current authorized staffing. The current span of control of 1 sergeant to 6 officers would increase to 1 to 7, but this is within the recommended ratio of 6 to 9 direct reports per supervisor.

Recommendation:

Add 1 additional SRO for a total of 7 to meet the student population and number of physical school locations. This is a new FTE.

2.   Gang Response Unit

The gang response unit is a proactive unit that focuses on gang activity and crimes with a focus on prevention and education to reduce gang involvement. The unit consists of 1

sergeant and 5 officers (4 vacancies). The unit reported working on 20 cases in 2020 and the recovery of 44 firearms. In addition to its Everett mission, they assist other agencies in the County. One of the now vacant positions focused on prevention and education.

The unit's effectiveness has been impacted by staffing shortages. One position that focused on prevention has not been filled and the unit has to combine with the anti-crime unit on some operations. Even with limited staffing the unit is still conducting some prevention activities. The department is reporting an increase of violent crime in 2022 and many of these cases have a gang nexus. To be fully effective the vacant positions should be staffed. At full staffing the unit should be effective at its core mission.

Recommendation:

Once staffing levels have increased fill the vacancies in the gang response team.

3.   Anti-Crime Unit

The Anti-Crime Team is a proactive enforcement team that focuses on street level crimes including narcotics and chronic crime and quality of life issues in the community. The team consists of 1 sergeant and 6 officers (2 vacancies). The unit also assists other units with surveillance and other investigative tasks. The unit does not track monthly or yearly statistics so a performance metric is not established.

The anti-crime team performs a unique role for the community that cannot be easily duplicated using only patrol units. The drug house and long-term chronic location investigations that the team is focused on requires the ability to conduct surveillance and make repeat visits. These investigations often involve multiple suspects / subjects which requires additional officers to perform safely and effectively. The unit also provides additional officers when needed on critical incidents that occur during their shift.

The unit should track key performance measures so that the work they perform is recorded and the results documented. Key performance measures could include hours of surveillance, chronic crime locations mitigated, firearms seized, arrests, search warrants obtained/ executed, decreases in calls for service at chronic locations.

Recommendations:

Maintain authorized staffing of 1 sergeant and 6 officers in the Anti-Crime Team.

Start tracking key performance measures.

B.   Investigations and Services Bureau

The Investigations and Services Bureau provides administrative and operational support functions for the Department. Records, Public Disclosure, Property Room, Training, Support Services, Recruitment, Crime Prevention, and Crime Analysis. The Bureau also has all the investigative units reporting to the lieutenant of the Investigation Division. Office of Professional Standards, Public Information Officer and the Budget and Finance Units are direct reports to the Bureau Deputy Chief

1.   Budget and Finance

The Budget and Finance Unit is responsible for the department budget, payroll, accounting, and grant funding processes. The Budget and Finance Unit reports to the Deputy Chief of the Investigations and Administration Bureau. The unit is supervised by a Police Services Program Manager who supervises an Administrative Coordinator and Administrative Assistant.

The Administrative Assistant is responsible for most of the payroll functions utilizing two software systems. Employees enter work time hours into a database for approval by supervisors. After supervisory approval the employee work hours are imported into the timecard system. The Administrative Assistant checks entries to ensure FLSA and contract rules are followed prior to final entry into the payroll system. The payroll staff provide training and support to department supervisors on the payroll software system to ensure time is accurately entered. The Administrative Coordinator cross checks all time entries for accuracy.

The Administrative Assistant is also responsible for classifying costs for all procurement card purchases. The process includes gathering all receipts and coding the purchases to the correct budget line item. A purchase packet is compiled and reviewed by the Administrative Coordinator, Finance Manager and Deputy Chief before being scanned and sent to city accounting.

Procurement orders are completed by the Administrative Coordinator to include grant funded orders, outside vendor orders, online purchases, and uniform orders. Monitoring grant reporting data is part of the grant funding purchase process assigned to the coordinator. The Administrative Coordinator is responsible for distributing uniforms to sworn personnel, as EPD does not have a quartermaster position or unit.

In addition to supervision of the unit, the Manager is designated the Grant Administrator. Those tasks include completing the grant application and monitoring processes. On an annual basis, the department applies for and manages several different grants. The

Manager works with each unit receiving training or equipment from grant funds and completes the progress reports to satisfy grant requirements.

The Manager works with the Chief's Office to create the budget for the upcoming year and manages the budget throughout the fiscal year. The Manager meets with the chiefs quarterly to keep the administration updated on budget and funding issues.

Preparation for the Everett City budgets start in May. In June the proposed budget request is submitted to the city budget office. The Manager works with department lieutenants and captains to develop unit goals, performance measures, and accomplishments before approval by the department chiefs. In August the city provides the dollar allotment for the department budget. The Manager reviews previous years' spending and works with the City Finance Department to create a budget proposal for council consideration. The proposed budget is made available for public comment in November, with final council approvals occurring in November/December, for implementation in January.

The Manager also oversees department employees on extended leave or limited duty. There is an average of 10 to 20 personnel at any given time off or on limited duty throughout the year. The Manager keeps employees current on training requirements and ensures work assigned to limited duty employees meets restriction guidelines specific to the employee. Extended leave employees are required to check in with the Manager every two weeks. Upon return to work the Manager works with captains to make sure returning employees are up to date with training requirements and range qualifications are met.

There are no metrics to analyze work tasks associated with this administrative support unit. There are no identified back logs except for occasional work projects assigned. The unit work tasks are well organized by position and staff are cross trained to fill in for vacation or other absences.

Recommendation:

The Finance and Budget Unit is appropriately staffed for the current workload.

2.   Public Information Officer

EPD's policies state the release of information to members of the news media is a function of the Chief of Police. EPD follows Washington Bench/Bar Press guidelines and state and federal disclosure laws when releasing information. The Chief of Police is the official spokesperson regarding matters of department policy, rules, and regulations. Policy states employees must refer all requests for information or interviews from news media personnel to the Chief of Police or designee. The source of information shall be

identified by name and rank or as the Public Information Officer for the Everett Police Department.

The Everett Police Department has one full time budgeted Public Information Officer (PIO) and several back up PIOs to provide communications on behalf of the department. The PIO is on call 24 hours a day 7 days a week for news media and critical incident call outs. Backup PIOs are only utilized during the primary PIO's absence, there is no on-call rotation. There is no civilian or administrative support for this position. EPD does not have written protocols for news media regarding PIO availability for after-hours response.

EPD personnel assigned to PIO duties receive training from a variety of sources, including the City Communications and Marketing office. The city provides some assistance with graphics design or video production projects, but all other police related media duties are assigned to the Everett Police PIO.

The City of Everett has a CivicPlus website. CivicPlus is an integrated technology platform for local governments enabling municipal employees, elected officials, and community members to connect for information and services. CivicPlus allows community members to sign up to receive information or alerts from the police department in addition to Facebook or Twitter.

EPD has a Crime Prevention officer position, however, it is currently vacant. Due to this vacancy, the PIO works with Crime Stoppers to send out requests for crime tips or information and provides crime prevention information to the community upon request. The PIO's primary responsibilities are media relations and department communications.

The following duties are also assigned:

- Social Media monitoring and content creation.

- Website design.

- Website maintenance for external and internal communications.

- Annual Police Department report.

- Award Committee Lead.

- Administrative marketing and support for department summer camps.

- Master of ceremonies for department events.

- Crime Prevention Responsibilities (for the vacant position)

- Fleet coordination responsibilities.

EPD does not collect data for the number of call outs or calls for media response.

The PIO is solely responsible for monitoring, creating, and posting on department social media platforms. EPD has a Facebook page, Twitter account and YouTube presence. EPD FB has approximately 26,000 followers and Twitter approximately 26,500 followers.

Establishing effective relationships with local media is an important aspect of a PIO position. Because this is a single position function, it is important to ensure that back up is provided when that person is not available. Backup PIO's should rotate on call responsibilities for weekends. The primary PIO should consistently have designated periods of time off. When media response workloads increase due to critical incidents, a backup PIO should be temporarily assigned to assist the primary PIO.

The EPD Crime Prevention Officer Position is vacant and some of these tasks are now completed by the PIO. EPD should fill the Crime Prevention position and assign social media monitoring and content creation to this position to shift some of the workload from the PIO. Filling the Crime Prevention Officer position aligns with department goals to engage with the community to address crime and fear of crime.

Recommendations:

Assign rotating back up PIOs for weekend response to call outs and media calls.

Fill the Crime Prevention Officer Position and assign social media responsibilities to this position in support of the PIO.

3.   Office of Professional Standards

The Office of Professional Standards (OPS) has responsibility for the internal affairs investigative process, early intervention, hiring, accreditation and policies. The unit consists of 1 inspector, 3 detectives, 1adminstrative assistant and 1 recruitment officer.

(1)   Inspector

The inspector is overall charge of the OPS and monitors all of the processes within the unit. The inspector reviews complaints, investigations and early warning and also facilitates accreditation and policy reviews / updates.

(2)   Internal Affairs

Internal Affairs (IA) is a function within the OPS which is led by an Inspector. OPS is comprised of the Inspector, one detective and one administrative assistant. The unit

conducts administrative internal investigations involving employees, monitors and tracks the complaint process, and manages the early intervention system (EIS).

In 2020 there were a total of 29 community complaints received. Twenty-three (23) of the complaints would be considered minor while 6 would be considered more serious. The 2 most serious complaints were sustained and 6 were partially sustained indicating that 6.9% percent were sustained while 20.7% were partially sustained. The following tables indicate the number of cases by complaint disposition:

2020 Internal Affairs Complaint Disposition

	# of Cases 2020	%
Not sustained	19	65.5%
Partially sustained	6	20.7%
Sustained	2	6.9%
Unsubstantiated	2	6.9%
Total	**29**	**100%**

As the table indicates approximately 6.9% of complaints received are sustained and another 20.7% are partially sustained for a total of 27.5% sustained or partially sustained. The assigned detective was responsible for conducting the 6 serious policy violation investigations. EPD does not track investigative time for each investigation and there is no national standard for investigative hours needed per investigation, but from prior experience an average of 60 hours of investigative time per investigation should be used as a baseline. This includes report / CAD review, body worn camera review, interviews and report writing for each investigation. Internal investigations require significant time and documentation. There are no backlogs on internal affairs investigations.

(3)   Backgrounds

The current background process has 30-day timeline for completion to maintain a competitive edge in making job offers to potential officers. Only through the utilization of resources from other areas of the department has EPD been able to meet this

commitment. Starting in September the department will be using a third party to augment this process.

(4)   Administrative Coordinator

The Administrative Coordinator position is responsible for filing paperwork and data entry for the processes within the office of professional standards. The administrative coordinator also tracks data, transcribes audio interviews and helps to produce reports.

(5)   Recruitment

The department has added a recruitment officer to help with recruitment and hiring to fill department vacancies. In 2020 the department was successful in hiring 14 officers and 5 non-commissioned personnel. The recruitment officer is focused on recruiting a diverse workforce. Recent efforts have resulted in the following contacts:

- Entry level contacts: 32 women, 54 BIPOC 151 total

- Personal recruitments: 17 women, 21 BIPOC 47 total

- Lateral contacts: 4 women, 7 BIPOC 31 total

- Lateral recruitments: 2 women, 4 BIPOC 6 total

This recent outreach indicates the position is being able to create contacts with a diverse population and gives the department an opportunity to reduce current vacancies.

EPD hired 14 new officers in 2020 and 12 new officers in 2021. In 2022 EPD doubled hiring efforts as the below table illustrates.

<div align="center">Sworn Officers Hired 2022</div>

Ethnicity	Number of Hires	Percentage of Total
BIPOC	11	36.67%
White	19	63.33%
Total	30	100%

Sex	Number of Hires	Percentage of Total
Female	7	23.33%
Male	23	76.67%
Total	30	100%

Recommendation:

Maintain current staffing of 1 inspector, 3 detectives, 1 recruitment officer and 1 administrative coordinator in the Office of Professional Standards

4. Investigations

The Investigations Section consists of the Major Crimes Unit, Special Assault Unit, Property Crimes / Intel Unit, Financial Crimes / Digital Forensics Unit, Snohomish Regional Drug Task Force and Crime Analysis. The Investigations Division is led by a Captain who is supported by a Lieutenant.

1. Investigations Workload Analysis

In reviewing investigative units, it is important to understand the amount of reported crime as this directly impacts potential caseloads. Most agencies report their crime statistics to the Federal Bureau of Investigation (FBI) for purposes of tracking crime nationally. There are two types of crimes reported to the FBI Part 1 and Part 2. Part 1 are the most serious types of violent and property crime. Part 1 crimes include: Homicide, Rape, Robbery, Aggravated Assault, Burglary, Larceny-Theft, Motor Vehicle Theft and Arson. Part 2 crimes include: Simple Assault, Forgery, Fraud, Vandalism Weapons Possession, Prostitution, D.U.I., etc.

The following table shows select Uniform Crime Reporting (UCR) reported data for Part 1 crime for the years 2017 through 2021 which is the most recent data available:

	2017	2018	2019	2020	2021
Violent Crime	513	381	347	379	355
Criminal Homicide	5	5	6	4	4
Rape	65	59	44	37	37
Robbery	130	111	87	98	84
Aggravated Assault	313	206	210	240	230
Property Crime	5128	4698	3971	3654	4553
Burglary	868	656	497	515	721
Larceny-Theft	3,321	3,102	2,662	2436	3143
Motor Vehicle Theft	939	940	812	703	689

As can be seen by the preceding chart, reported violent crime has remained relatively consistent for the last 4 years while property crime increased last year. Though FBI data has not been published for 2022, EPD is reporting a notable increase in both violent and property crime for 2022. The following chart displays the same information graphically:

Reported Part 1 Crimes
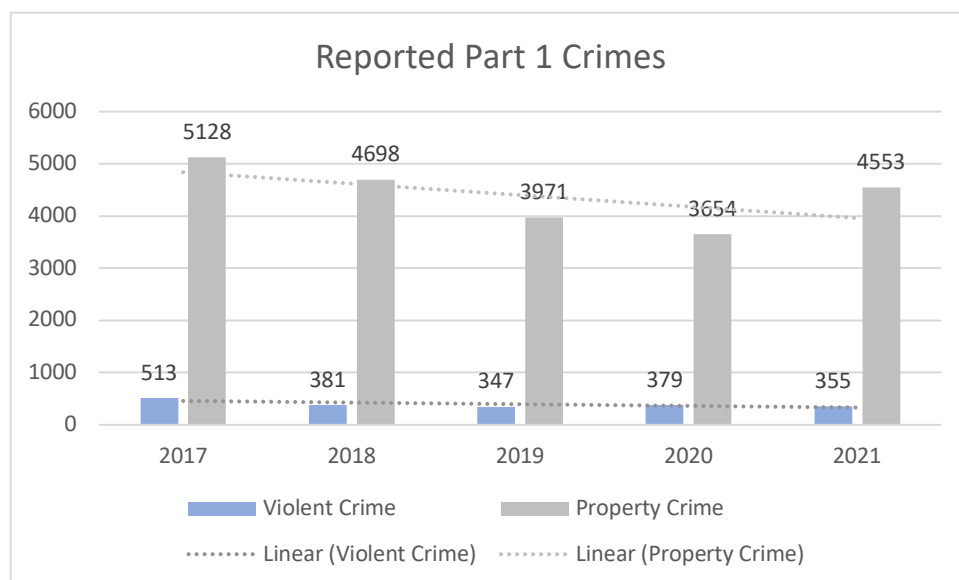
EPD also tracks shooting related calls. The chart below shows shooting related calls through October 27, 2022.

Shooting Related Calls
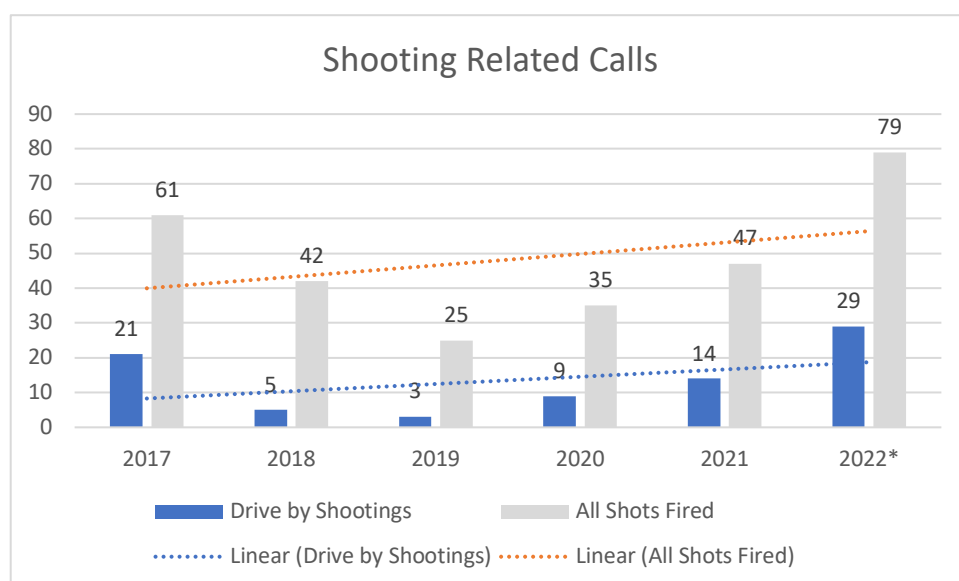
*Partial year (Through October 27, 2022)

The chart above shows a dramatic increase in shooting related calls in 2022 even though this is only a partial year of data.

2.   Part 1 Crime Clearance Rates

Clearance rates for part 1 crimes can be a useful tool for comparing investigative units to other departments serving a similar population. Though there are more variables

needed to determine a units effectiveness such as staffing, the number of overall crimes, caseloads per detective and the demographics of the area served. Clearance rates may indicate problems in the investigative process which may warrant further analysis.

The FBI reports the annual part 1 crime clearance rates for police agencies that submit their data with the rate broken out by population served. Everett is considered Group 2, which includes jurisdictions serving populations of 100,000 to 249,999. The following table shows the average part 1 crime clearance rates for other agencies and for the Everett police department:

Reported Part 1 Clearance Rates

Part 1 Violent Crimes	Percent Cleared
National Average	43.3
Everett	**55.9**
Difference	**+12.6**
Part 1 Property Crimes	Percent Cleared
National Average	15.4
Everett	**18.2**
Difference	**+2.8**

As the tables indicate the Everett police department is outperforming the reported national average in clearing (solving) part 1 reported crimes.

(1)   Caseload Data

EPD provided the project team with a spreadsheet from their records management system (RMS) database that is used for tracking investigative caseloads for 2020. The following table summarizes the number of cases that were assigned to each investigative unit in 2020.

2020 Investigative Caseload

Case Type	#
Person Crimes Unit	175
Financial Crimes Unit	114
Special Assault Unit	118
Property Crimes	523
Total	**930**

(2)   Calculation of Detective Net Availability

Before determining availability and staffing needs, it is important to first review the number of net available hours detectives are available to conduct investigations. To conduct this analysis, it is critical to understand the amount of time that detectives are on leave – including vacation, sick, injury, military, or any other type of leave – as well as hours dedicated to on-duty court or training time, and time spent on administrative tasks.

The impact of each of these factors is determined through a combination of calculations made from EPD data and estimates based on the experience of the project team, which are then subtracted from the base number of annual work hours per position. The result represents the total **net available hours** of detectives and other positions, or the time in which they are on-duty and available to complete workloads and other activities in the field.

Net availability for detectives is different from patrol, in part because of court and administrative responsibilities. Workloads such as case plans, search warrant execution, and so forth that do not fit directly into case investigative hours are included within an estimated administrative time figure. The table below outlines this process in detail, outlining how each contributing factor is calculated:

Factors Used to Calculate Detective Net Availability

Work Hours Per Year

The total number of scheduled work hours for detectives, without factoring in leave, training, or anything else that takes detectives away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

Base number: **2,184 scheduled work hours per year**

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, including injuries and military leave, FMLA – anything that would cause detectives that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

From EPD Data: **358 hours of leave per year**

On-Duty Training Time (subtracted from total work hours per year)

The average total number of hours spent per year in training that are completed while on-duty and not on overtime. This is calculated at 45 hours per detective per year with six detectives on SWAT receiving an additional 260 hours per year. Because not all detectives are on the SWAT team, the additional training is only calculated for the detectives that are.

From EPD Data: **60 hours of on-duty training time per year**

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each detective spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for detectives, the number of hours is estimated based on the experience of the project team.

Estimated: **120 hours of on-duty court time per year**

Administrative Time (subtracted from net available hours after leave, court and training hours deducted)

The total number of hours per year spent completing administrative tasks while on-duty, including staff meetings, returning phone calls, emails, search warrant preparation and planning and various other activities including some operations that may not be directly captured in the case hours calculations.

The number is calculated as an estimated 20% of net work hours after other deductions.

Estimated: **329 hours of administrative time per year**

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for detectives – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:
1,317 net available hours per detective

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of detectives:

Calculation of Detective Net Availability

Base Annual Work Hours		**2,184**
Total Leave Hours	–	358
On-Duty Training Hours	–	60
On-Duty Court Time Hours	–	120
Administrative Hours	–	329
Net Available Hours Per Detective	**=**	**1,317**

Overall, the detective has approximately 1,317 net available hours per year, representing the total time in which they are able to conduct investigations. These hours will be used in the following sections to analyze detective caseloads.

(3) Caseload Hours

Not all investigative cases require the same number of investigative hours, for example a homicide investigation requires more investigative time (and resources) than a burglary. To factor for this, Matrix Consulting Group developed several case type investigative caseload work hours. The average case hours were developed through dozens of studies and interviews with detective working each case type. The following case type caseload workload hours were used to calculate staff resource needs:

(3.1) Homicide

Homicide cases are among the most complex and time-consuming investigations that are conducted. These cases receive a high level of scrutiny and therefore almost all investigative techniques are used. Additionally, because of their complexity they are

typically handled by a group of detectives and additional resources are often used. The following table shows a breakdown of approximate caseload hours for a homicide case or officer involved shooting:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	4 hours	100%
Crime Scene Material	Evidence to Property / Evidence	4 hours	100%
Cell Phones	Cell Phone Downloads, with some taking longer than others.	30 hours	100%
Video	Review of video recovered from scene and BWC	40 hours	100%
Social Media/Electronic Records/Physical location	Warrants/Subpoenas/Review of Evidence Obtained.	60 hours	100%
Location Data	Warrants/Subpoenas/Review of Evidence Obtained.	40 hours	100%
Surveillance	Surveillance, including locating suspect and report writing.	10 hours	100%
Postmortem Exam	Autopsy performed by ME (Detectives observe and consult)	6 hours	100%
Victim / Witness Interview(s)	Interview(s), including report writing.	40 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	12 hours	50%
Jail Call Monitoring	Listen to calls, write reports.	20 Hours	100%
Consult with DA	Conduct follow up, write additional reports.	10 hours	100%
Total		276 hours- *If all tasks completed*	
	On Average	**276 hours**	

This list is not all inclusive and does not contain all elements and not every homicide will have the same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, social media searches,

checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available.

It also assumed that detectives work as a team and not all investigative hours will be worked by a single detective (These are hours for lead detective only). Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the case time estimates and the percentage of the time that each subtask is completed, this translates to approximately **276 hours** allotted per case.

Additionally, on average most departments assign a team of other detectives to assist during the early stages of a homicide investigation which represents approximately 40 hours per investigator assigned.

(3.2)   Person Crimes

Person crimes cases are treated more seriously by the judicial system and tend to have more witnesses and evidence requiring more time in interviews and recovering and processing evidence than property crimes.

Approximate case hours were developed through numerous interviews with detectives, and are summarized in the following table:

Task	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to crime lab, includes submission and report.	3 hours	10%
Crime Scene Material	Evidence to property, inspection, and report writing.	4 hours	30%
Cell Phones	Cell phone downloads, with some taking longer than others.	10 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	10 hours	50%
Social Media/ Elec. Records	Warrants/subpoenas, including submission and report.	10 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	20%
Surveillance	Surveillance, including locating suspect and report writing.	10 hours	10%

Task	Processes Involved	Approximate Time	% of Time Completed
Victim / Witness Interview(s)	Interview(s), including report writing.	2 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls, report writing.	10 hours	10%
Consult with DA	Conduct follow up, write additional reports.	1 hours	20%
Total	*If all tasks completed:*	*82.0 hours*	
	On average:	22.6 hours	

This list is not all inclusive and does not contain all elements of an investigation and not every case will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Based on the percentage for how often each subtask is completed, each solvable case equates to an average of approximately **22.6 hours**.

(3.3)   Sexual Assault

Sexual assault and crimes against children are even more complex cases that are treated more seriously by the judicial system; they tend to have less witnesses, thus requiring more time in interviews and recovery and processing of evidence than other person crimes. The following chart describes approximate investigative times for sex crimes:

	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to crime lab, includes submission and report.	2 hours	50%
Crime Scene Material	Evidence to property, inspection, and report writing.	2 hours	50%

	Processes Involved	Approximate Time	% of Time Completed
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	40%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	50%
Social Media/ Elec. Records	Warrants/subpoenas, including submission and report.	10 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	40%
Surveillance	Surveillance, including locating suspect and report writing.	10 hours	20%
Sex Assault Kit	Sex Assault Exam including report writing.	6 Hours	90%
Victim / Witness Interviews	Interview(s), including report writing.	2 hours	100%
Suspect	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls, report writing.	2 hours	40%
Consult with DA	Review case, perform follow up, includes report writing.	1 hours	20%
Total	*If all tasks completed:*	*65.0 hours*	
	On average:	26.6 hours	

This list is not all inclusive and does not contain all elements of all investigations. Not every case will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **26.6 hours** per solvable case.

(3.4)   Internet Crimes Against Children (ICAC)

Internet Crimes Against Children are complex investigative cases which rely heavily on digital forensic evidence that requires unique processes. These cases are treated more seriously by the judicial system; they tend to have less witnesses, thus requiring more time in interviews, search warrants to be written and recovery and processing of evidence than other crimes. The chart below shows approximate investigative time for ICAC investigations:

	Processes Involved	Approximate Time	% of Time Completed
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	30%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	30%
Social Media/ Elec. Records	Warrants/subpoenas, including submission and report.	6 hours	20%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	30%
Surveillance	Surveillance, including locating suspect and report writing.	10 hours	20%
Document / Digital Evidence Review	Review/ recover images, files, and write reports.	30 Hours	100%
Victim / Witness Interviews	Interview(s), including report writing.	2 hours	50%
Suspect	Suspect interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls, report writing.	4 hours	10%
Consult with DA	Review case, perform follow up, includes report writing.	4 hours	10%
Total	*If all tasks completed:*	*86.0 hours*	
	On average:	*44.4 hours*	

This list is not all inclusive and does not contain all elements and not every sex assault case will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **44.4 hours** per solvable case.

(3.5)   Burglary / Property Crime

Burglary / Property Crimes are typically less complex investigative cases than person crimes and generally require less investigative time or resources. These cases are treated less seriously by the judicial system, and they tend to have less witnesses. The following chart describes approximate investigative times for Burglary / Property Crimes:

	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to crime lab, includes submission and report.	2 hours	20%
Crime Scene Material	Evidence to Property / Evidence, inspection, and report writing.	2 hours	20%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	2 hours	50%
Social Media/ Elec. Records	Warrants/subpoenas, including submission and report.	6 hours	30%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	40%
Surveillance	Surveillance, including locating suspect and report writing.	10 hours	20%
Victim / Witness Interviews	Interview(s), including report writing.	1 hours	50%
Suspect Interview	Interview(s), including report writing.	1 hours	50%

	Processes Involved	Approximate Time	% of Time Completed
Jail Call Monitoring	Listen to calls, report writing.	2 hours	10%
Consult with DA	Review case, perform follow up, includes report writing.	1 hours	10%
Total	*If all tasks completed:*	*51.0 hours*	
	On average:	16.9 hours	

This list is not all inclusive and does not contain all elements of all investigations. Not every case will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **16.9 hours** per solvable case.

(3.6)   Financial Crimes

Financial crimes are exceedingly difficult cases to pursue and typically take longer to investigate as much of the evidence has to be subpoenaed or obtained with a search warrant. In addition, much of the evidence belongs to financial institutions and detectives must wait for them to comply with legal requests for information before they can proceed, and this can take weeks to months depending on the type and amount of data requested. They also tend to have much lower solvability rates (approximately 50% less solvable than person crimes). These types of cases typically do not require a detective to respond to a scene and are often handled as follow up a day or more after the occurrence. The following chart details processes and times associated with financial crimes:

	Processes Involved	Approximate Time	% of Time Completed
Document / Digital Evidence Review	Review/ recover financial data, files, and write reports.	12 hours	100%
Video	Review of video recovered from scene and BWC, report writing.	4 hours	10%

	Processes Involved	Approximate Time	% of Time Completed
Social Media/ Elec. Records	Warrants/subpoenas, including submission and report.	8 hours	10%
Cell Phone / computer evidence	Warrants/subpoenas, including submission and report.	8 hours	50%
Location Data	Warrants/subpoenas, including submission and report.	20 hours	50%
Victim / Witness Interview(s)	Interview(s), including report writing.	2 hours	100%
Suspect Interview(s)	Interview(s), including report writing.	2 hours	20%
Total	*If all tasks completed:*	*56.0 hours*	
	On average:	29.6 hours	

This list is not all inclusive and does not contain all elements of all investigations. Not every case will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **29.6 hours** per solvable case.

(3.7) Domestic Assault

Domestic Assault cases generally require less investigative time because the victim and suspect are known; however, they do require some investigation for successful prosecution. The following chart describes approximate investigative times for these cases:

	Processes Involved	Approximate Time	% of Time Completed
DNA	Evidence to crime lab, includes submission and report.	2 hours	20%
Crime Scene Material	Evidence to Property / Evidence, inspection, and report writing.	2 hours	10%
Cell Phones	Cell phone downloads, with some taking longer than others.	4 hours	50%
Video	Review of video recovered from scene and BWC, report writing.	2 hours	100%
Social Media/ Elec. Records	Warrants/subpoenas, including submission and report.	4 hours	20%
Surveillance	Surveillance, including locating suspect and report writing.	2 hours	20%
Victim / Witness Interviews	Interview(s), including report writing.	2 hours	100%
Suspect Interview	Interview(s), including report writing.	2 hours	50%
Jail Call Monitoring	Listen to calls, report writing.	2 hours	10%
Consult with DA	Review case, perform follow up, includes report writing.	1 hours	10%
Total	*If all tasks completed:*	*21.0 hours*	
	On average:	8.7 hours	

This list is not all inclusive and does not contain all elements of all investigations. Not every case will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be conducting RMS searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **8.7 hours** per solvable case.

(3.8)   Missing / Runaway

Missing / Runaway cases typical involve interviewing reporting party, last person to have seen them, checking last known locations, close friends and relatives and entering information into teletype. Depending on leads and investigation required by law or agency policy these cases range from 2 to 4 hours with an average of about **3 hours**.

(3.9)   General Crimes / Officer Assist

General crimes / officer assists can vary greatly depending on the type of crime or assistance needed. These cases are typically lower-level crimes where some follow up is needed or an officer needs assistance with a case they are working. This can include assisting with a cell phone download, social media, or open sources search, warrant preparation or other investigative techniques. Depending on the type of crime and investigative need these cases take between 4 and 8 hours with an average of **6 hours**.

(4)   Caseload Workload Hours Analysis by Unit

To determine the caseload the project team reviewed the total number of assigned cases per unit and then sorted the cases by case type. Using the caseload hours by case type the total caseloads per work unit were then calculated.

(4.1)   Major Crimes Unit

The following table details major crimes unit caseload with associated work hours:

2020 Major Crimes Unit Caseload	#	Investigative Hours Per	Total Hours
Homicide	4	275	1,100
Homicide Assist	4*	160	640
Person Crimes (Assault / Robbery / Other)	171	22.6	3,865
Total	**175**	**N/A**	**5,605**

*Not included in caseload count total.

As the table above indicates, the caseload assigned is represents approximately 5,605 hours.

(4.2)   Summary of Workload Hours for the Major Crimes Unit

As mentioned above there are a total of 7 authorized detective positions assigned to work cases with 2 current vacancies. Using the previous calculation of net available caseload hours and total 2020 caseload the number of detectives needed to investigate the caseload can be determined:

Calculation of Detective Staffing Needs

Total Caseload Hours		5,605
Divided by total net available hours for 1 detective (1,317)	÷	1,317
Number of Detectives Needed	**=**	**4.25**

As the chart indicates the number of detectives recommended to work the assigned caseload hours assigned is 4.25 and there are a total of 5 detectives currently assigned with 7 authorized. The sergeant and some detectives have collateral duties which further limit their time available to investigate cases. Additionally, some detectives have been assigned to conduct background investigations which also reduces available workload hours. 5 detectives are needed just to work cases assigned without collateral duties or outside temporary assignments. Though the caseload matrix indicates that approximately 5 detectives are needed to maintain current service levels, there are additional cases that could be assigned with more detectives to work them. Some cases are not assigned due to limited resources available to work them. To increase service levels and the ability to assign additional cases the current authorized staffing of 7 detectives should be maintained.

Recommendation:

Maintain authorized staffing of 7 detectives in major crimes unit.

(4.3)   Special Assault Unit

The following table details the special assault unit caseload with associated work hours:

2020 Special Assault Unit Caseload	#	Investigative Hours Per	Total Hours
Sex Assault / Abuse	118	26.6	3,138
Total	**118**	**N/A**	**3,138**

*Not included caseload count total.

As the table above indicates, the caseload assigned is represents approximately 3,138 hours.

(4.4)   Summary of Workload Hours for the Special Assault Unit

As mentioned above there are a total of 5 authorized detective positions assigned to work cases with 2 current vacancies. Using the previous calculation of net available caseload hours and total 2020 caseload the number of detectives needed to investigate the caseload can be determined:

Calculation of Detective Staffing Needs

Total Caseload Hours		3,138
Divided by total net available hours for 1 detective (1,317)	÷	1,317
Number of Detectives Needed	**=**	**2.38**

As the chart indicates the number of detectives recommended to work the assigned caseload hours assigned is 2.38 and there are a total of 3 detectives currently assigned with 5 authorized. Some detectives have collateral duties which further limit their time available to investigate cases. Additionally, some detectives have been assigned to conduct background investigations which also reduces available workload hours. 3 detectives are needed just to work cases assigned without collateral duties or outside temporary assignments. Though the caseload matrix indicates that approximately 3 detectives are needed to maintain current service levels, there are additional cases that could be assigned with more detectives to work them. Some cases are not assigned due to limited resources available to work them. To increase service levels and the ability to assign additional cases the current authorized staffing of 5 detectives should be maintained.

Recommendation:

Maintain authorized staffing of 5 detectives in the special assault unit (4 detectives special assault and 1 detective assigned to registered sex offender).

(4.5)   Property Crimes Unit

The following table details the Property Crimes Unit caseload with associated work hours:

2020 Property Crimes Caseload	#	Investigative Hours Per	Total Hours
Property Crimes	523	16.6	
Total	**523**	**N/A**	**5,605**

*Not included caseload count total.

As the table above indicates, the caseload assigned is represents approximately 5,605 hours.

(4.6)   Summary of Workload Hours for the Property Crimes Unit

As mentioned above there are a total of 7 authorized detective positions assigned to work cases with 2 current vacancies. Using the previous calculation of net available caseload

hours and total 2020 caseload the number of detectives needed to investigate the caseload can be determined:

Calculation of Detective Staffing Needs

Total Caseload Hours		5,605
Divided by total net available hours for 1 detective (1,317)	÷	1,317
Number of Detectives Needed	**=**	**4.25**

As the chart indicates the number of detectives recommended to work the assigned caseload hours assigned is 4.25 and there are a total of 4 detectives currently assigned with 7 authorized. The sergeant and some detectives have collateral duties which further limit their time available to investigate cases. Additionally, some detectives have been assigned to conduct background investigations which also reduces available workload hours. 4 detectives are needed just to work cases assigned without collateral duties or outside temporary assignments. Though the caseload matrix indicates that approximately 4 detectives are needed to maintain current service levels, there are additional cases that could be assigned with more detectives to work them. Many cases are not assigned due to limited resources available to work them. To increase service levels and the ability to assign additional cases the current authorized staffing of 7 detectives should be maintained.

Recommendation:

Maintain authorized staffing of 7 detectives in property crimes.

(4.7)   Criminal Intelligence Unit

The following table details the criminal intelligence unit caseload with associated work hours:

2020 Criminal Intel Caseload	#	Investigative Hours Per	Total Hours
Accepted	26	16	416
Filed	131	24	3,144
Declined	50	2	100
Total	**224**	**N/A**	**3,660**

As the table above indicates, the caseload assigned is represents approximately hours, though hours per cases ae not tracked.

(4.8) Summary of Workload Hours for the Criminal Intelligence Unit

As mentioned above there are a total of 3 authorized detective positions assigned to work cases with 2 current vacancies. Using the previous calculation of net available caseload hours and total 2020 caseload the number of detectives needed to investigate the caseload can be determined:

Calculation of Detective Staffing Needs

Total Caseload Hours		3,660
Divided by total net available hours for 1 detective (1,317)	÷	1,317
Number of Detectives Needed	**=**	**2.77**

As the chart indicates the number of detectives recommended to work the assigned caseload hours assigned is 2.77 and there are a total of 2 detectives currently assigned with 3 authorized. Some detectives have collateral duties which further limit their time available to investigate cases. Additionally, some detectives have been assigned to conduct background investigations which also reduces available workload hours. 3 detectives are needed just to work cases assigned without collateral duties or outside temporary assignments. The intel unit also assists other investigative units with surveillance and other investigative tasks which are not tracked by hours assisted. To maintain current levels of service the current authorized staffing of 3 detectives should be maintained.

Recommendation:

Maintain authorized staffing of 3 detectives in the criminal Intelligence unit.

(4.9) Financial Crimes Unit

The following table details the financial crimes unit caseload with associated work hours:

2020 Financial Crimes	#	Investigative Hours Per	Total Hours
Fraud / Forgery	114	29.6	3,374
Total	**114**	**N/A**	

As the table above indicates, the caseload assigned is represents approximately 3,374 hours.

(4.10) Summary of Workload Hours for the Financial Crimes Unit

As mentioned above there are a total of 4 authorized detective positions assigned to work cases with 1 current vacancy. 1 detective is also a part time polygrapher. Using the previous calculation of net available caseload hours and total 2020 caseload the number of detectives needed to investigate the caseload can be determined:

Calculation of Detective Staffing Needs

Total Caseload Hours		3,374
Divided by total net available hours for 1 detective (1,317)	÷	1,317
Number of Detectives Needed	**=**	**2.56**

As the chart indicates the number of detectives recommended to work the assigned caseload hours assigned is 2.56 and there are a total of 3 detectives currently assigned with 4 authorized. The sergeant and some detectives have collateral duties which further limit their time available to investigate cases. One detective is also a part time polygraph examiner. Additionally, some detectives have been assigned to conduct background investigations which also reduces available workload hours. 3 detectives are needed just to work cases assigned without collateral duties or outside temporary assignments. Due to staffing shortages many workable cases are not assigned because of the lack of available detectives to work the cases.

Recommendation:

Maintain current authorized staffing of 4 detectives in the financial crimes unit.

(4.11) Forensic Investigations Unit

The forensic investigations unit consists of 4 authorized detective positions with 1 current vacancy. The unit is responsible for recovering digital evidence from crime scenes. 1 detective is assigned computer forensic cases, 1 detective completes cell phone extractions, and 1 detective does body worn camera redaction.

(4.12) Summary of Workload Hours for the Forensic Investigations Unit

Forensic investigations unit reported completing or assisting on 1,887 digital forensics recoveries, downloads, or digital reviews. A task time analysis is not documented for each task though the unit reports they are not currently backlogged on processing digital evidence with exception of body worn camera redactions. There is one detective assigned to conduct body worn camera redactions and there is a current backlog of less than 10 requests for video as of October 2022.

The public disclosure unit is also conducting body worn camera video redactions. Body worn camera redactions should be handled by one unit to avoid duplication of effort and to streamline the process. Additionally, body worn camera redaction does not require specific law enforcement officer certifications and can be handled by civilian staff.

Computer forensics and cell phone downloads can also be conducted by civilian personnel as there are no specific law enforcement training required to perform these tasks. Transitioning these positions to civilian staff would allow these sworn positions to be used to fill other vacancies in investigations. This change would be a mandatory subject of bargaining with the EPOA.

Recommendations:

Maintain authorized staffing of 4 authorized detectives in the forensic investigations unit.

Transition the detective positions in the forensic investigations unit including cell phone downloads to civilian positions as vacancies occur through retirements, transfers, or promotions.

Move body worn redaction responsibilities to the public disclosure unit.

(4.13) Snohomish Regional Drug Task Force

The Narcotics Unit is part of a multi-agency Task Force that includes Washington State Patrol, Drug Enforcement Agency, and the US Postal Service. EPD contributes 1 sergeant, 6 officers and 1 Administrative Assistant when fully staffed. The unit works proactively on narcotic cases that occur in the region, many with a nexus to Everett. The unit uses human intelligence, tips from patrol and the community to initiate narcotic cases. Narcotic cases require extensive surveillance, search warrants and the use of other investigative techniques which can labor intensive. To conduct the review of the Narcotics Unit 2020 data was used as the unit currently has only one assigned sergeant and one detective.

The unit reported the following performance measures for 2020:

2020 Narcotics	
Cases	440
Arrests	91
Firearms Seized	110
Heroin (grams) Recovered / Seized	12,576
Meth (grams) Recovered / Seized	31,417
Fentanyl (pills) Recovered / Seized	6,980

As the table indicates the multi-agency unit investigated 440 cases in 2020 which resulted in 91 arrests and 110 firearm seizures. This indicates a high level of productivity from the unit.

Multi-agency task forces provide Everett with additional investigative resources to conduct narcotics investigations. This task force, though reduced in staff provides a benefit to the City of Everett through additional investigative resources.

Recommendation:

Maintain current authorized staffing of 1 sergeant, 6 detectives and 1 administrative assistant in the Snohomish Regional Drug Task Force.

(4.14) Crime Analysis Unit

The Crime Analysis Unit consists of 2 analysts who serve the entire department. The crime analysts develop weekly, monthly, and annual reports and prepare reports using department data to assist with investigations and resource deployment. They use analytical methods to determine crime patterns and help track department performance. There are no reported backlogs for crime analysts functions or tasks. A future task that is planned for CAU is National Incident-Based Reporting System (NIBRS) validation and error correction which has been temporarily assigned to the records unit staff. This would require an additional crime analyst to complete the work. This change could be subject to bargaining with the American Federation of State, County and Municipal Employees (AFSCME).

Recommendation:

Increase staffing of 1 crime analyst for a total of 3 analysts assigned to CAU.

C.   Administrative and Support Services Division

The Property Room, Support Services and Records Units are supervised by civilian mangers reporting directly to the Support Services Captain. An Administrative Services Lieutenant supervises the Training and Services Units and reports to the Support Services Captain.

1.   Records

The Records Unit supports the department by entering and maintaining police report records and assisting the public. The Records Unit is open 24 hours 7 days a week for department employees and from 8:00 a.m. to 7:00 p.m. Monday through Friday to the public.

The Records Unit Manager reports to the Support Services Captain and has overall responsibility for the unit. There are 8 full time Records Information Specialists working three shifts and 2 Records Unit Supervisors supervising the three shifts. The afternoon Records Unit Supervisor is responsible for both the afternoon and graveyard reliefs. A third Records Unit Supervisor is assigned training duties and works dayshift hours.

The primary duties of Records Information Specialists assigned to Records are as follows:

- Review and correct police reports before final entry into RMS.

- Complete criminal records queries.

- Assist the public by phone and at the front desk when open to the public.

- Provide finger printing services.

- Process concealed weapon license requests.

- Enter warrants, stolen vehicles, missing persons, and runaway reports.

- Purge records.

- Sell anti-theft devices for vehicles.

At full staffing, the front lobby has a police desk officer available to assist the public with filing police reports, however that position is currently vacant. Records Information Specialists now direct citizens to the lobby phone to call dispatch and request an officer respond to take a police report. Some work tasks previously assigned to the desk officer are now assigned to Records Specialists as follows:

- Receive orders from the court for service.

- Process car impounds to include collecting money for impound fees and requesting an officer escort the public to the tow lot.

- Total all monies received at the front counter.

The Records Unit has organized work into designated positions. Personnel assigned to intake responsibilities sort through the intake bin of reports from the department. Intake enters all stolen vehicle information, missing persons or runaways and impounds. Paperwork is matched up and documents scanned into the records management system. The Intake position is also responsible to answer phone lines for both police and community members, confirm stolen vehicles and warrants for the officers and assist the public with various requests.

The Firearms/Citation desk processes calls, concealed license requests and pistol transfers from gun shops. Gun shops fax requests to the department. Washington State law enforcement agencies have 10 days to process the request. The department is responsible for running checks to include mental health background checks by making a query of the Department of Health. This position is also responsible for reconciling the cash taken in from the front desk position.

Records Information Specialists working evening and graveyard hours enter warrants for the department from the court. During the COVID pandemic, the courts were closed and limited the issuance of bench warrants. The re-opening of the courts and a return to normal practices related to the issuance of warrants has resulted in a high volume of warrants awaiting entry, creating a backlog in the Records Unit. On average, 100 warrants are entered weekly. It takes approximately 10 minutes for each warrant entry.

The Records Unit processes on average 15,000 reports yearly or approximately 1250 reports a month. Records Specialists ensure police report information is correct and merge reports into the RMS. On average it takes approximately 15 minutes to complete the review and merge for each report into RMS. The Records Manager is responsible for correcting and reporting NIBRS errors to the state monthly. The Records Unit Manager also processes all juvenile records sealings and ensures department employees are certified to access law enforcement data systems.

EPD Records receives approximately 200 to 300 validation requests monthly to process in between other assigned tasks. Records Specialists ensure protection orders, stolen vehicles and stolen gun reports are valid to remain in the system.

The correction of NIBRS errors is believed to be outside of the duties of AFSCME represented positions within records. To address this an additional analyst is being proposed for the crime analysis unit. These changes could be subject to bargaining.

There are backlogs in the purging of files. EPD transitioned to a new RMS system in 2015. The electronic records system does not easily allow for electronic records to be purged.   Reports left unpurged create an unnecessary burden on a public agency as these records remain subject to public information requests increasing the time the task takes the Public Disclosure Unit to process PDR requests. To assist with the backlog, the Department has utilized the services of a per diem staff. Those hours are limited to 1,500 a year. The unit is approximately 2 years behind purging files. There are also periodic backlogs merging and scanning documents.

To meet increased workload demands and address Records Unit backlogs an additional Records Information Specialist should be added to the unit increasing the number of Records Information Specialists to 9 FTE.

Recommendation:

Add a Records Information Specialist position for a total of 9 FTE's.

2.   Public Disclosure

The Public Disclosure unit is staffed with a working Support Services Manager and 2 Records Information Specialists. Records Information Specialists assigned to the Public Disclosure Unit process all records requests to include redaction processes. Requests come from media, litigators and from the public.

Public disclosure requests take approximately 30 minutes to process if the case report is closed. If a request for information involves a particular location for the last year, the process time can be lengthy. If the requestor of information is associated with the case report, there is no cost for the processing time.   The department has charged for processing time if the request comes from an unrelated requestor.

Records Information Specialists in the Public Disclosure Unit consult with the department legal advisor and forensic investigators to ensure public records laws are followed and the videos are redacted correctly.   Forensic Investigators complete video redacting requests.

Depending on the complexity of the call and number of officers on scene video redacting can take several hours to complete. For example, a Domestic Violence call requires approximately 4 hours to process one hour of video. The number of officers increases

the processing time by 3. Three officers on scene with one hour of video requires approximately 12 hours of work to complete the redaction process. See example tables below for processing times with increased hours of video and number of officers using a domestic violence call as the example call for service.

Number of Officers	Video Hours	Processing Hours
1	1	4
2	1	8
3	1	12

Number of Officers	Video Hours	Processing Hours
1	2	8
2	2	16
3	2	24

Number of Officers	Video Hours	Processing Hours
1	3	12
2	3	24
3	3	36

With the addition of more digital media and requests for police records, there are increasing backlogs in processing.

The United States Department of Justice published Best Practices for Video Redaction July 29, 2021, that includes guidance for staffing and time required to process video requests.

> *FOIA Staff. Your current FOIA staff may need training or new personnel to handle video redactions internally. Consider adding video redaction skills to position descriptions and performance plans. Agencies report that adding tech skills and talent to their teams allows them to have flexibility to stay ahead of the curve*

> *Time Commitment. Recognize that video redactions present significant time commitments. Video redaction often requires frame-by-frame review of video records and depending on the length and content of the video records and your agency's video redaction tools and personnel, video redaction can be a tedious and time-consuming process. At 30 frames per second, a five-minute video requires redacting 9,000 frames. A processor may need to redact multiple portions from -- and apply multiple exemptions to -- each frame*

The Department of Justice states that all agencies must be able to respond to requests for emerging types of records within statutory mandates. Having a video redaction component within the FOIA program should be a priority.

The Washington State Office of Attorney General also requires agencies to respond promptly to information requests. Within 5 business days after receiving the request the agency must:

- Provide the record(s).

- Acknowledge the request and provide a reasonable estimate how long it will take to respond; or

- Deny the request in writing with reasons for the denial. The agency must provide specific reasons for the exemption or other law for the basis of denial or partial denial of the request.

With increased use of digital technology and rising number of requests for video records from law enforcement agencies, the work required to complete PDR requests increases exponentially. Assigning PDR video redacting and editing to the Forensic Investigators potentially hinders police investigations as investigative resources are redirected for those requests.

Records Information Specialists positions should be reclassified and trained to process video redacting for PDR requests. This change may be subject to bargaining. An additional FTE should be added to the unit and the current workload assigned to the Forensic Investigator should be assigned to the Public Disclosure Unit.

Recommendations:

Reclassify and train Records Information Specialists assigned to the Public Disclosure Unit to redact video for public disclosure requests.

Add one FTE to the newly classified position in the Public Disclosure Unit.

Assign all PDR video requests to Public Disclosure Unit.

3.   Property and Evidence Unit

The Everett Police Department Property and Evidence Unit is responsible for the intake, storage, release and disposal of property and evidence collected by Everett Police Department and Snohomish Multi-agency team property for major incidents. EPD Property and Evidence is authorized a Property Room Manager and 3 Property Room Specialists. One Property Room Specialist position is currently vacant.

Staff work Monday through Thursday 7:00 a.m. to 4:30 p.m. alternating weeks working Monday through Friday 7:00 a.m. to 4:30 p.m. They Property Room is open to the public Monday through Thursday 8:30 to 4:00 p.m.

EPD Officers complete the original property entry into RMS, affix the bar code to the property and place the property into property room lockers. Both North and South precincts have property storage areas. Items are retrieved by two Property Room Specialists from the satellite locations and brought back to the main property room for storage. A separate city facility with a caged area is used to store flammable items. All other items are processed into property room storage locations. Items are logged using property room software (Tyler Industries New World property tracking) before being stored or transferred to local labs for testing if requested by the investigator. Property room personnel convey drugs and DNA to and from a local lab for testing.

In addition to supervisory duties, the Property Room Manager is tasked with oversight of the impound lot which was recently expanded in size. The Property Room is in a separate leased building from the police department. The building is old and has had asbestos issues in the past.

The Manager does an internal quarterly audit, and a yearly audit is completed by command personnel. Per EPD Property and Evidence Unit SOP the manager is only required to perform 2 internal audits. The current Manager was promoted in 2021 and completed an inventory of all items stored in the Property and Evidence Unit. There are a total of 43,047 items housed in the unit. In March 2022, Property and Evidence software was updated. The New World/LERMS now includes a random audit report that is truly random and more efficient. The SOP will be updated to reflect the changes in process.

Everett provided 3 years of property intake and disposal data. The following tables show the workload and staffing calculation for the Property Room for 2019, 2020 and 2021.

Property Room Workload and Staffing Calculation 2019

Task	Number	Avg Processing Time (Hrs)	Total Time (Hrs)
Intake Items	10,209	0.15	1,531
Disposed Items	19,878	0.15	2,982
Total			**4,513**
Net Availability Hours (75%)			*1,560*
Staffing Needs			**3**

- 10,209 items were processed for intake in 2019.

- 19,878 items were disposed of in 2019.

- For intake and disposition, it takes approximately 9 minutes to process each item.

- Staff are available to work a total of 1,560 hours annually.

Property Room Workload and Staffing Calculation 2020

Task	Number	Avg Processing Time (Hrs.)	Total Time (Hrs.)
Intake Items	9,134	0.15	1,370
Disposed Items	28,147	0.15	4,222
Total			**5,592**
Net Availability Hours (75%)			*1,560*
Staffing Needs			**3**

- 9,134 items were processed for intake in 2020.

- 28,147 items were disposed of in 2020.

- For intake and disposition, it takes approximately 9 minutes to process each item.

- Staff are available to work a total of 1,560 hours annually.

Property Room Workload and Staffing Calculation 2021

Task	Number	Avg Processing Time (Hrs)	Total Time (Hrs)
Intake Items	7,567	0.15	1,135
Disposed Items	11,555	0.15	1,733
Total			**2,868**
Net Availability Hours (75%)			*1,560*
Staffing Needs			**3**

- 7,567 items were processed for intake in 2021.

- 11,555 items were disposed of in 2021.

- For intake and disposition, it takes approximately 9 minutes to process each item.

- Staff are available to work a total of 1,560 hours annually.

On average, it takes approximately 9 minutes to process an item in or out of property and evidence. Staff are available to work an average of 1,560 hours per year after subtracting vacation and other time off. Three years of data calculations show the Property Room

should be staffed with 3 Property Room Specialists.   However, due to vacancies and high turnover rates there are backlogs for the unit. There are three Property Room Specialists currently in the background process to fill the current vacancy.

Recommendation:

Utilize limited duty officers for back logs in the Property and Evidence Unit.

4.   Training

The Training Unit provides required skills and knowledge training for sworn members in firearms, defensive tactics, emergency and vehicle operations, legal requirements, and less lethal munitions. The Training Unit is staffed with a sergeant, 3 officers and an Administrative Assistant. Training officers specialize in training disciplines creating curriculum and instructing classes with the assistance of collateral duty trainers. The Administrative Assistant tracks mandated training and hours to ensure EPD sworn personnel maintain state certification requirements.   Scheduling training facilities, managing training procurement card purchases and accounting for the unit are also assigned to the Administrative Assistant.

Washington State passed several pieces of legislation in the last five years significantly impacting police certification standards, training, and policy.   The Washington State Criminal Justice Training Commission provides certification requirements for Washington State Law Enforcement agencies as governed by Washington State Law.

The Basic Law Enforcement Academy is the Washington State mandated training academy for all entry-level police officers. After graduation from the academy new EPD officers are assigned to and evaluated through the Everett Field Training Officer program.

Training Unit staff coordinate officer training utilizing the WSCJTC training portal and providing physical training for the officers using WSCJTC lesson plans. Some of Everett Police Department training curriculum is directed by the Washington State Criminal Justice Training Commission.

The State of Washington recently mandated 24 hours of patrol tactics, implicit bias, and de-escalation training to be completed by 2028, partly due to the passage of Washington Initiative 940. EPD Training Unit staff incorporated the Washington State mandated Patrol Tactics into their yearly in-service training in 2021, well ahead of the 2028 deadline. The law mandates refresher training every three years. Officers hired after the 2021 training was completed will receive the 24-hour training in the next 3-year training cycle.

During the regular in-service training year EPD provides a four-day training week that includes a scenario day, range day, emergency vehicle driving day and one classroom day. This training is provided to Sergeants, Officers, and Detectives. Sworn with the rank of Lieutenant and above receive training one day a quarter. The quarterly leadership training is open to sergeants as well.

Below are the required training topics for both commissioned and civilian employees delivered through Everett's online training platform, Vector Solutions.

Both Civilian and Commissioned
Bias & Diversity
Bloodborne Pathogens
Domestic Violence City Policy and Reporting
Ethics
Fire Extinguisher
Harassment/No Violence City Policy
Hazardous Materials
Heat Related Illness
Storm Water Response

Commissioned Officers Only
ERPO (Extreme Risk Protection Orders)
Hearing Conservation
Lead Safety
Procedural Justice
Respirator
Taser training
Use of Force

The Everett Police Training Unit provided the following number of training hours for EPD personnel over the last three years:

• 2019   33,989 hours
• 2020   20,325 hours
• 2021   32,635 hours

Everett Training Unit has kept current and ahead of training mandated by Washington State legislative changes related to policy and training. Training hours declined in 2020 due to Covid restrictions. On average the unit provided 170 hours of training per sworn member.

Recommendation:

EPD Training Unit is appropriately staffed at present.

5.   Services Unit

An Administrative Services Sergeant is responsible for the supervision of parking enforcement officers, Master Police Officer assigned to department technology, online reporting, and the crime prevention officer.

1.   Technology

Due to staffing shortages, a Master Police Officer is currently assigned as an acting sergeant supervising the Services Unit, in addition to managing the department's technology. Technology tasks include, assisting department personnel with new software integration through training and troubleshooting, creating lesson plans for new systems, and building and monitoring department webpages.   The following webpages are managed by the Master Police Officer assigned to technology:

•   Online reporting portal for community members to file low priority and/or minor crime reports.

•   Online retail shoplift reporting portal for Everett businesses. Retail stores can complete and forward shoplift reports to EPD for review and consideration by the Prosecutor's Office.

•   Use of Force tracker webpage for EPD uses of force.

•   Spider tech software for community feedback after patrol officers complete a dispatched call for service.

EPD utilizes several software and website technologies that enhance efficiencies for online reporting, data capture, feedback, and analysis. The MPO/Acting Sergeant assigned to technology maintains several systems for the department. The Department needs to prepare short and long range plans for the technology planning and oversight:

•   Short term, backfilling technology provides transfer of knowledge for those skills and a resource for back fill when the primary technology officer is absent.

•   However, in the long range, the management of the Department's services and technology should be civilianized. The master police officer has directed the Department's technology planning, implementation, and support for some time. However, once the position becomes vacant filling the position with a professional

technology civilian will be beneficial for the Department. Technology positions do not require specific law enforcement training and certification.

Recommendations:

Prioritize filling the Administrative Services Sergeant position.

Once the master police officer position becomes vacant, replace the sworn position in services and technology with a civilian professional (may be a mandatory subject of bargaining with the EPOA)

2.   Crime Prevention Officer

The Crime Prevention Officer position is currently vacant. When filled the officer provides education to the community regarding crime deterrents and works with the community to implement crime prevention programs. Crime Stoppers and neighborhood block watch responsibilities are also assigned to this position. The PIO is fulfilling some of these tasks.

EPD values community engagement and emphasizes its commitment to partner with the community to address crime and the fear of crime. The Crime Prevention Officer position should be filled to take the lead in this work. As stated in recommendations for PIO the Crime Prevention Officer should assume social media monitoring for the department. The PIO and Crime Prevention Officer positions have some overlapping community engagement responsibilities that can be assigned to the Crime Prevention Officer. Monitoring EPD social media enhances the Crime Prevention Officer's knowledge of community sentiment and reaction to EPD's policing and engagement efforts.

Recommendation:

Fill the Crime Prevention Officer position and assign social media monitoring responsibilities to this position in support of the PIO.

3.   Parking Enforcement

EPD has 7 budgeted parking enforcement officers for parking enforcement within city limits. There is currently one vacancy, however the position is slated to be filled soon. Of the 6 working officers, 5 are assigned to the north sector of the city north of 41st Street. Only 1 officer patrols the central and south areas of the city.

Most of the time zone parking is located north of 41st street in the business district, college district and near the hospital. Everett Public Works conducted a parking

enforcement staffing study in 2018. The study recommended a staffing ratio of one parking enforcement officer for every 300 to 350 central business district parking spaces. Using this industry standard, 6 parking enforcement officers would be needed to patrol in just the central business district in the north sector.

In the central and south areas of the city there are fewer parking zones to enforce, and primary workloads come from more complex long term parking complaints. Officers do receive radio dispatched calls but primarily respond to community parking complaints through the city's complaint tracker website, emails, and calls to the parking enforcement office. As of July, the Acting Sergeant is now entering all traffic complaints into the city tracker system in addition to CAD for better record and data keeping purposes.

The tables below outline the volume of parking patrol complaints by sector for both north and central/south areas of the city and citation totals for north and central/south parking enforcement officers.

Parking Complaints January to August 2022

North Parking Complaints	Beat Number
107	11
213	12
160	13
156	14
Total	**N/A**
636	

South Parking Complaints	Beat Number
172	41
124	31
111	32
96	42
75	44
52	34
30	33
Total	**N/A**
660	

Parking Citations

North	Citations
Officer 1	1159
Officer 2	1153
Officer 3	949
Officer 4	730
Officer 5	336
Total	**4,327**

South	Citations
Officer 1	518
Total	**518**

On average, complaints received by north sector officers are addressed within a day or two. Complaints received by the officer assigned to the central/south areas are addressed within one to two weeks.

There are more parking complaints received from the central and south areas of the city and only 1 officer is assigned. The central/south area of the city is also geographically larger than the north part of the city.

As houseless issues increase in the city, Parking Enforcement Officers are being assigned duties in partnership with the Community Outreach & Enforcement Team (COET). Parking Enforcement Officers work with COET to arrange towing for vehicles and motorhomes needing to be impounded after outreach services have been offered or provided. . Parking Patrol Officers and COET members are working together more often to address these issues. One motorhome parked in a residential neighborhood can generate 6 to 7 calls from separate reporting parties.

With the added work assisting the COET teams and the need to address the central/south area parking complaints in a more timely manner an additional Parking Enforcement FTE should be added for a total authorized strength of 8 Parking Patrol FTE. When the positions are filled, 2 Parking Enforcement Officers should be assigned to the central/south area of the city.

Recommendations:

Add one Parking Enforcement Officer for a total authorized strength of 8 FTE.

When fully staffed, increase the number of Parking Patrol Officers assigned to the central/south areas of the city to 2

3.   Management Assessment

The following management elements evaluated in this series of sections in the report:

•   Community Engagement and Support

•   Policies

•   Complaint handling

•   Training

•   Labor Relations

•   Equipment and Technology

These sections of the report provide a summary of our findings in each of these topic areas together with recommendations.

A.   Community Policing and Engagement

In 2022 EPD renewed its commitment to community engagement in addition to its commitment to diversity, equity and inclusion and the importance of viewing its work from such a lens.   The 2022 Strategic Initiatives include:

•   Employee Hiring and Retention

•   Police Assessment

•   Leadership Development

•   Community Engagement

The goals for the 2022 Community Engagement initiative include expanding the Citizen Volunteers Against Crime, hosting a Community Police Academy, and expanding police staff involvement with non-profit organizations and events that support underserved populations.

The Matrix team assessed philosophies and methods used by the Everett Police Department (EPD) for engaging with their community on various police topics.   After conducting numerous interviews and reviewing Everett reports it is evident the EPD culture places a high value on community input and collaboration. In a 2013 strategic plan, the department identified a Community Policing Initiative as one of four strategic initiatives EPD planned to implement in the following 5 years.   The other three were, Communications Initiative, Crime Fighting Initiative and Culture Initiative.

In the 2013 strategic plan, EPD and Everett community members jointly identified quality of life issues and crime reduction as priorities, agreeing crime and fear of crime must be addressed together.

The department continues to affirm its commitment to community policing through their Mission statement: "Working in partnership with our community to enhance quality of life and reduce crime." Everett Police Leadership encourages department interactions with community members and businesses to address crime and create positive interactions between police and the residents of Everett.

The Everett Police Department has developed several community-based partnerships. Below are several EPD programs.

- Coffee with a Cop

- Youth Services Unit-summer programs

- Casino Road Soccer Camp

- Badges for Baseball

- Fourth of July Open House

- Junior Police Academy

- Neighborhood meetings

- National Night Out

- LEAD -Law Enforcement Assisted Diversion

- SPIDR tech (technology-based community feedback program)

- A Better Track- evidenced based program aimed at serving at-risk youth through education, services, accountability, and mentorship.

- Chief's Advisory Board

- Citizen Volunteers Against Crime

- Cat Con – EPD coordinates with businesses and a local automotive school where community members can have a vehicle identification numbers (VIN) etched on the vehicle's catalytic converter to better track parts, if stolen.

EPD incorporates community engagement throughout the department and seeks community input through various avenues to include using technology to receive direct feedback after police calls for service. In the following sections are descriptions of community engagement initiatives for 2022, strategies used by EPD to receive input from

the community and EPD's commitment to engage the community in recruiting new officers.

1.   Citizens Volunteers Against Crime

Citizens Volunteers Against Crime is a program made up of citizens who volunteer 16 hours a month to assist the department with an assortment of crime prevention tasks. Below are a few of the duties and responsibilities:

•   Vacation home checks.

•   Vacant commercial structure checks.

•   Work with code enforcement on graffiti patrol.

•   Shopping cart recovery.

•   Alcohol Impact Area compliance checks.

•   Car seat clinics.

•   Neighborhood speed complaint data collection

One of the volunteers is a (child) car seat technician. The group hosts car seat clinics in lower income housing areas and provides new car seats to those in need at no cost. The volunteers also help the department with large community events like National Night Out.

The Citizens Volunteers Against Crime program is assigned to an Administrative Sergeant assigned to South Precinct. As stated in the 2022 department initiatives the sergeant is in the process of expanding the number of volunteers in the program.

2.   Everett Community Police Academy

EPD will host its first Community Police Academy in 20 years. The department intends to give community members the opportunity to gain an understanding of why and how Everett Police work toward reducing crime and addressing quality of life issues in the community. The academy will run for 10-weeks and provide interactive classroom instruction and discussion. Below are a few of the topics that will be taught by EPD personnel:

•   Domestic Violence

•   Patrol Tactics

•   Criminal and Narcotic Investigations

- Use of Force

- Community Outreach

- DUI Procedures

- SWAT Operations

- Gang Services

- Youth Services

3.   Chief's Advisory Board

The Everett Police Chief receives direct input from community members serving on the Chiefs Advisory Board. The board advises the chief on matters related to proposed police programs and service priorities as part of the department's community policing strategy. Members of the board serve as panelists for promotional processes, review certain community member complaints and evaluate select policy changes prior to implementation.

4.   Community Policing – Technology

In conjunction with their regional dispatch organization, the Everett Police Department became the first department in Snohomish County to utilize an automated community feedback system sent to users of the 911 system. Callers receive a message about their incident, crime prevention information and updates throughout the investigation and can respond to a satisfaction survey after the incident. The information gathered by the department guides EPD regarding customer service issues and areas for improvement. EPD averages 4.5 out of 5 for police service satisfaction among the 911 callers responding to the survey.

5.   Community Policing – Recruitment

Although not part of the stated community policing initiatives, EPD made changes to the recruitment strategies for the department that reflect a commitment to community engagement.   The recruiting philosophy is centered around finding diverse, qualified, community policing minded applicants.

A new recruiter was selected that had established relationships with Everett communities that did not historically trust police. The recruiter prioritizes building trust in those communities and implementing recruitment strategies built around police and citizens as one community. Since this community centered recruitment effort started, EPD has

successfully encouraged diverse applicants to participate in the testing process through the support from those marginalized communities. The department does attend job fairs and has received a state grant for recruiting female applicants and candidates from underrepresented communities.

In the last few months, the recruiter tracked contacts that have reached back to the department for testing information. Those contacts are as follows:

- Entry level contacts: 32 women, 54 BIPOC 151 total

- Personal recruitments: 17 women, 21 BIPOC 47 total

- Lateral contacts: 4 women, 7 BIPOC 31 total

- Lateral recruitments: 2 women, 4 BIPOC 6 total

A recent news story highlighted the relationship between the Everett P.D. recruiter and the communities with which he has connected. The department had been working with a video production company to develop new recruitment material. On the day of filming, 150 communality members came to the film location to support EPD's recruitment efforts. There were no social media or public asks of the community. The show of support for the department occurred by word of mouth within the community. The local news story highlights the relationship EPD has developed with marginalized communities. The story can be found on q13Fox.com. EPD's new recruitment video was released in 2022.   The recruitment video highlights Everett Police Departments commitment to and support from local community members as it encourages potential applicants from the community to join a diverse and professional police department. View the video at this link https://youtu.be/uptPTlnj768.

6.   Community Policing Conclusions

The Everett Police Department has demonstrated commitment to community policing values and principles. The Community Oriented Policing Services (COPS) publication, "***Community Policing Defined***" states community policing comprises three key components:

- ***Community Partnerships****-Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police.*

- ***Organizational Transformation***-*The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving.*

  - *Agency Management*
    - *Climate and Culture*
    - *Leadership*
    - *Labor Relations*
    - *Decision Making*
    - *Strategic Planning*
    - *Policies*
    - *Organizational evaluations*
    - *Transparency*
  - *Organization Structure*
    - *Geographic assignment of officers*
    - *De-specialization*
    - *Resources and finances*
  - *Personnel*
    - *Recruitment, hiring and selection*
    - *Personnel supervision/evaluations*
    - *Training*
  - *Information Systems (Technology)*
    - *Communication /access to data*
    - *Quality and accuracy of data*

- ***Problem Solving*** *– The process of engaging in the proactive and systematic examination of identified problems to develop and evaluate effective responses.*

The Everett Police Department has implemented all three components of Community Policing into their organization.

However, the department could be stronger in "*Organization Structure.*" In each Precinct, an Administrative Sergeant is tasked with providing support to community policing by working with the community – meeting with community groups, partnering with solutions to law enforcement-related issues in the community, etc. These important tasks have not been prioritized in the past year because of the need to expedite recruitments. One of the Administrative Sergeants has dedicated time to background investigations; both Administrative Sergeants have considerable other special projects and responsibilities other than support for the community. This issue is explored in the next section.

7.   Precinct Administrative Sergeants and Community Policing

The Everett Police Department assigns Administrative Sergeants to the North and South Precincts to address longer term policing projects and community issues. The Administrative Sergeants are responsible for several administrative tasks as listed below:

- Supervising the precinct desk officer.

- Managing precinct supplies and facilities, to include office supplies, facilitating repairs and ordering PPE, gloves, emergency blankets etc.

- Screening runaway reports for the city to include the 30 day follow up to clear the runaway entry or forward the investigation to detectives.

- Managing online reporting software for retailers to include training retailers how to use the system, managing administrative rights, and review reports for the prosecuting attorney's office.

- Following up on complaints or issues from Mayor's Office or Professional Standards.

- Managing wave alarms to include installations.

The Administrative Sergeants are responsible for addressing community issues using problem-oriented policing tactics. The primary areas of focus are:

- Working with businesses on CPTED (crime prevention through environmental design) changes and coordinating with code enforcement to minimize trespassers on vacant lots.

- Addressing public drug sales by implementing a plan to provide outreach to care providers prior to patrol enforcement to encourage drug users to seek treatment in lieu of citation or arrest. Social workers and officers rotate working the area alternately.

In addition to these roles, the South Precinct Administrative Sergeant is also charged with overseeing the "Citizens Volunteers Against Crime" program, including recruiting, backgrounding, training, directing their activities and supervising them. Currently, there are 12 volunteers working at least 16 hours a month providing the following services:

- Vacation home checks.

- Vacant lot and commercial structure checks.

- Working with code enforcement for graffiti patrol to include providing homeowners with graffiti cleanup assistance.

- Recovering shopping carts for local stores.

- Providing car seat clinics for low-income housing areas.

- Assisting EPD with National Night out events.

- Completing compliance checks in alcohol impact areas of the city.

- Assisting the department with yearly open house activities and providing crime prevention strategies to open house participants.

- Car seat clinics and installations.

- Neighborhood speed complaint data collection.

Recently and for the past year, this element of the community policing program only functions in the South Precinct in order to support expediting hiring. The Sergeant assigned to North Precinct had been reassigned to background investigation tasks to expedite hiring due to shortage of staff to perform these investigations and the large number of positions to fill.

Chronic nuisance projects were previously assigned to the North Precinct Sergeant. The South Precinct Sergeant assisted in managing 6 of those properties during the reassignment of the North Precinct Sergeant. The EPD North Precinct Administrative Sergeant has been returned to the precinct assuming previous tasks.

In the current environment of assigned duties, time previously spent supporting the community has been impacted. The responsibilities assigned to the Administrative Sergeant in the South Precinct could impact the capacity of the position to effectively handle community issues. Many proactive problem-solving initiatives require consistent engagement with the community and more than one officer to effectively address a complex or long-term issue.   This is especially the case since the Administrative Sergeants will continue to be tasked with administrative responsibilities.

The most important elements of Community Policing are positive interactions, partnerships, and problem solving. If officers do not have time to engage in those elements during their work shift, community policing initiatives with successful outcomes cannot be achieved. The Community Oriented Policing Services (COPS) publication *"Community Policing Defined"* *(subsection)* De-*specialization states:*

> *To achieve community policing goals, officers must be able to handle multiple responsibilities and take a team approach to collaborative problem solving and*

partnering with the community. Community policing encourages its adoption agency-wide, not just by special units, although there may be a need for specialist units that are tasked with identifying and solving complex problems or managing complex partnerships.

Even with appropriate levels of proactive time, patrol officers cannot manage more complex policing problems or community livability issues without additional support. Now, the Administrative Sergeant positions tasked with collaborative problem-solving approaches cannot either.

As a result, in addition to returning the North Precinct Administrative Sergeant position normal functionality, an additional sworn FTE should be assigned to each Precinct. This would significantly increase the Police Department's ability to address chronic livability issues for residents, coordinate hot spot enforcement for problem policing areas and create collaborative strategies with community members and businesses to address crime and the fear of crime.

Recommendations:

As vacancies are filled in the Department, re-dedicate Administrative Sergeants to community support.

Add 2 police officer positions to function as Community Liaison Officers assigned to work with the Administrative Sergeants to address complex community issues and initiate problem oriented policing strategies. Assign 1 officer to both North and South Precincts for a total of 2 new positions.

B.   Policies

Everett Police Department policies were examined for effectiveness with emphasis on identifying potential conflicts in practice or protocol, up to date revisions to address legal changes, and specific policies supporting equity, diversity, and inclusion.

1.   Legal Changes

After the death of George Floyd, the Washington State Legislature enacted several laws mandating changes to police tactics and procedures that took effect July 25, 2021. Listed below are Washington State House and Senate Bills most relevant to police policy updates and amendments requiring changes in training.

House Bill 1054 Police Tactics

- A ban on the use of any chokehold or neck restraint by a peace officer.

- Proposed changes to the use of police K-9s, including a ban on using K-9s for crowd control.

- Ban on no knock warrants.

- Limiting the use of tear gas by police to riots, barricaded subjects, or hostage situations, with several circumstances or conditions that must be met before the tear gas can be deployed. If the riot is occurring outside a jail or other correctional facility, the highest elected executive of the county where the institution is sited must first give authorization.

- Prior to deployment officers must gain authorization by a supervisor, exhaust all available and appropriate alternatives, announce the intent to use gas and allow sufficient time and space for subjects to comply.

- Ban on acquisition or use or any military equipment by law enforcement to include firearms and ammunition of .50 caliber or greater.

- Prohibits vehicle pursuits unless there is probable cause to believe an occupant of the vehicle has committed or is committing a violent offense or sex offense, or there is reasonable suspicion that a person in the vehicle has committed or is committing a "driving under the influence" offense.

- Prohibits law enforcement officer from firing a weapon at a moving vehicle.

- Requires uniformed officers to be identifiable (name badge).

- Criminal Justice Training Commission will develop a statewide model policy for training/use of K-9 teams.

House Bill 1310 Use of Force

- Requires officers exhaust all alternatives to use of force, when possible, before resorting to force in any situation. (Cites de-escalation tactics, creating physical distance between the officer and suspect, designating a single officer to communicate to avoid issuance of conflicting commands, calling for mental health professionals and/or back-up officers to respond to the scene, taking as much time as necessary without using physical force or weapons, and leaving the scene if there is no threat of imminent harm and no crime has been committed, is being committed or is about to be committed instead of the "objectively reasonable" standard set by Graham v. Conner. (490 U.S. 386 (1989).)

- Authorizes a law enforcement officer to use deadly force only when necessary to protect against an imminent threat of serious physical injury or death.

- When using physical force, an officer is required to use the least amount of physical force necessary.

- Requires police to terminate the use of physical force as soon as the necessity for it ends.

- State Attorney General must develop a model policy on law enforcement use of force and de-escalation tactics statewide by July 1, 2022.

House Bill 1267

- Establishes an Office of Independent Investigations (OII) to conduct investigations into law enforcement involved deadly force incidents in the state. Also establishes an OII Advisory Board, which must include representatives from diverse communities as well as one person from the family of someone impacted by deadly force at the hands of a Washington peace officer.

Senate Bill 5051 Decertification of Officers

- Establishes criteria for mandatory statewide standards to de-certify police and corrections officers.

- The Criminal Justice Training Commission may conduct independent investigations into allegations of improper conduct.

- The Criminal Justice Training Commission may issue public recommendations regarding law enforcement agencies' command decisions, inadequacy of policy or training, investigations or disciplinary decisions regarding misconduct, potential systemic violations of law or policy, unconstitutional policing, or other matters.

- Expands requirements on pre-hire background checks.

- Requires law enforcement and corrections agencies to report to the Criminal Justice Training Commission within 15 days of death or serious injury caused by the use of force by an officer or any time an officer has been charged with a crime.

- Specifies that the Criminal Justice Training Commission shall have the sole authority to provide basic law enforcement training.

Senate Bill 5066 Duty to Intervene

- Requires any identifiable law enforcement officer who witnesses another officer using or attempting to use excessive force to intervene to end and/or prevent the use of excessive force and report to their supervisor.

- Incorporates the duty to render first aid into the newly created duty to intervene. (Prohibits law enforcement agencies from imposing discipline or retaliating in any way against an officer for intervening in good faith or reporting in good faith as required by the bill.)

- Requires law enforcement agencies to send notice to the Criminal Justice Training Commission of any disciplinary action from a law enforcement officer's failure to intervene or failure to report.

- Requires the Criminal Justice Training Commission to develop a written model policy on the duty to intervene by Dec. 1, 2021.

- Requires the Criminal Justice Training Commission to provide duty to intervene training by Dec. 31, 2023, to all officers who completed basic law enforcement training prior to Jan. 31, 2022.

Senate Bill 5259

- Establishes a statewide police use of force data collection requirement that mandates Washington law enforcement agencies collect certain use of force data. Subject to the availability of funding, the Attorney General's Office must contract with an institution of higher education to implement the statewide use of force data program, which law enforcement agencies must report their use of force data to. Reports must name not only the person who was the focus of the use of force but also the name of the officer involved and their years of service.

The legislative laws passed in 2021 placed limitations upon law enforcement personnel.

- HB 1310 limited an officer's authority to use force to circumstances where probable cause had to be established rather than the reasonable suspicion standard.

- Officers were also restricted from using force when following a court order to take an individual into custody or assisting in situations for involuntary treatment.

- HB 1054 eliminated law enforcement use of .50 caliber ammunition.

- The bill reduced less lethal options for officers faced with possible deadly force scenarios.

In 2022 the Washington State Legislature amended many of the police accountability laws passed in 2021, clarifying allowable use of force and munition restrictions that had been enacted in 2021. Below are the house bills signed into law for 2022 as amendments to the police accountability laws passed in 2021.

House Bill 1735 -Provides clarity for use of force when assisting on mental health or Involuntary Treatment Act calls for service.

House Bill 2037-Authorizes officers to use physical force to protect against a criminal offense when there is probable cause to believe a person has committed or is committing a crime, as well as for persons fleeing a "temporary investigative detention."

House Bill 1719 -Edited language that had limited the use of certain types of less lethal ammunition.   Under the updated bill passed in 2022 departments were once again permitted to use weapons and ammunition for less than lethal weapons of .50 caliber or greater.

2.   Equity, Diversity, and Inclusion

The Everett Police Department has incorporated policies addressing equity, diversity, and inclusion throughout their policy manual. The below subsections from the Everett Policy Manual specifically address equity, diversity, and inclusion.

Chapter 1 Code of Professional Conduct and Responsibility

Subsection -General Statement Paragraphs 3,4, and 5

The Everett Police Department has a long and honorable history of providing the highest quality law enforcement services to the citizens of Everett based upon a relationship of trust and confidence. The Everett Police Department has established a record of professional, effective, fair, and unbiased service to all persons.

The Everett Police Department does not teach, train, endorse, support, condone or tolerate law enforcement or public safety practices based upon arbitrary or random consideration of race, ethnicity, gender, age, lifestyle, or other similar personal characteristics.

Each member of the Everett Police Department shall base every self-initiated enforcement or public safety contact with any citizen upon specific and articulable facts and

circumstances exclusive of race, ethnicity, gender, age, lifestyle, or other similar personal characteristics.

4.46 COMMITTING OR CONDONING ILLEGAL OR FORBIDDEN HARASSMENT

Illegal or forbidden harassment (e.g., sex, race, religion, national origin, ethnic, disability or age) is prohibited as a basis for conduct, behavior, or decisions affecting another employee's or potential employee's terms or conditions of employment. Employees shall not use sex, race, religion, national origin, ethnic background, disability or age in their words, actions, gestures, conducts or behaviors that could reasonably be construed or perceived by another employee or potential employee as hostile, offensive, or intimidating. Also see the City of Everett Harassment Policy.

4.47 CODE OF CONDUCT / CANONS OF ETHICS

All personnel will abide by the Everett Police Department Policies and Procedures Manuals and in doing so will, by their actions, adhere to the Canons of Ethics. The Administrative Services Division will conduct ethics training on at least a biennial basis for all personnel.

4.48 DISCRIMINATING OR ESTABLISHING PATTERNS OF DISCRIMINATION IN THE PERFORMANCE OF DUTIES

In words, deeds, gestures, performance of jobs, duties, tasks and delivery of services, employees shall not discriminate; nor shall they establish a pattern of adverse impact in the delivery of services when such discrimination has a basis in such areas as a person's sex, ethnic background, race, color, national origin, lifestyle, preferred sexual orientation, religion, criminal history, age, disability, or social status.

4.48.1 BIAS BASED POLICING

In addition to Policy 4.48, employees are prohibited against bias-based policing when making decisions regarding traffic contacts, field contacts, criminal investigations, arrests, searches and asset seizures and forfeitures. The Everett Police Department is committed to enforcement actions that are based on a person's conduct or specific suspect information or behavior and that are not based on common traits of a group, including but not limited to those associated with race, ethnic background, gender, sexual orientation, religion, economic status, age, cultural group, persons who ride motorcycles or wear motorcycle-related paraphernalia, or any other identifiable group.

Any concerns, complaints or occurrences of bias-based policing will be thoroughly investigated in accordance with Chapter 5 of this manual. A determination of bias-based

policing will result in corrective measures, which may include remedial training, coaching, and counseling or disciplinary action.

The Administrative Services Division will conduct annual roll-call training on bias based policing issues, including legal aspects.

In addition to regular monitoring of bias-based policing, an annual review will be conducted by the Deputy Chief of Operations and the Deputy Chief of Investigations and Services, with final approval of the review by the Chief of Police.

Washington State voters-initiated changes to laws affecting police policy and training in 2018 well as legislative changes enacted in 2021 and 2022 after George Floyd's death. With the numerous changes in 2018, 2021 and 2022 EPD has updated several policies to ensure the department is following state law. Several of the changes mandate a timeline for commissioned officers to read and/or be trained on the changes. The Everett Police Department Policy Manual is posted online, and policies have been recently updated. The department uses technology to ensure all department personnel have read and acknowledged policy updates.

Recommendation:

EPD policies are up to date including all 2022 legislative changes. Several policies include language setting expectations for employees for equity, diversity, and inclusion. Matrix Consulting Group does not have additional recommendations for policy element.

C.   Complaint Handling

In reviewing complaint handling, the project team identified best, prevailing, or emerging practices and compared Everett to them. In the past few years, and especially in the past year, targeted practices have been changing greatly in law enforcement. As a result, in conducting this analysis, we used the following definitions:

Best Practice – A practice considered by a majority of departments typically also recommended by professional associations like the International Association of Chiefs of Police, Police Executive Research Forum, CALEA or similar association.

Prevailing Practice – A practice that is commonly used but may not have formal recommendation from a professional association.

> **Emerging Practice** – A practice that is not widely adapted but is promising because it addresses an identified issue or is meant to improve operations. An emerging practice is most often associated with new practices or procedures.

It is important to note that all three can be impacted by the size of a department.

It is important to note that the City of Everett Police Department is an accredited agency through the Washington Association of Sheriffs and Police Chiefs (WASPC) Program. Everett Police received its first accreditation in 1990.

1.   Internal Affairs in the Everett Police Department

Internal Affairs (IA) is a function within the Office of Professional Standards (OPS) which is led by an Inspector. OPS is comprised of the Inspector, one detective and one administrative assistant. The unit conducts administrative internal investigations involving employees, monitors and tracks the complaint process, and manages the early intervention system (EIS).

To conduct this review, the project team reviewed current EPD IA Policy Chapter 5 Internal Affairs from the policy manual, IA policies from other departments, the IA statistical databases for 2019, 2020 and 2021 and conducted interviews.

2.   Internal Affairs Historical Data

Policies and procedures identify processes, but not outcomes of processes. To evaluate IA process outcomes the project team reviewed 2019 and 2020 IA complaint data. As noted earlier in 2020 there were a total of 29 investigations completed. Overall, 2 complaints were sustained and 6 were partially sustained indicating that 6.9% percent were sustained while 20.7% were partially sustained. The following tables indicate the number of cases by complaint disposition:

2020 Internal Affairs Complaint Disposition

	# of Cases 2020	%
Not sustained	19	65.5%
Partially sustained	6	20.7%
Sustained	2	6.9%
Unsubstantiated	2	6.9%
Total	**29**	**100%**

As the table indicates approximately 6.9% of complaints received are sustained and another 20.7% are partially sustained for a total of 27.5% sustained or partially sustained. This is consistent with other studies the project team has conducted. There is no national average for percent of sustained complaints, though from our experience working with hundreds of police departments the average is less than 15% of total complaints received.

3.   Complaints by Type

EPD tracks complaints by type. Twenty-three (23) of the complaints would be considered minor while 6 would be considered more serious. The following table shows complaints by type:

2020 Internal Affairs Complaints by Type

Case Type	# of Cases 2020
Lack of / Inadequate Response	10
Demeanor / Rudeness	7
Excessive Force	3
Improper Driving	3
Dress Code Violation / Refusal to Identify Self	2
Bias	1
Damage to Property / Loss of Property	1
Intimidation	1
Involvement in Crime	1
Total	**29**

As the table indicates a substantial number of complaints are of a less serious nature though there are some serious allegations as well.

One indicator of internal police accountability is the number of internal complaints filed by co-workers. Internal complaints indicate that officers and supervisors are holding each other accountable for violating policy. The table below shows the number of internal complaints versus external complaints from the 31 complaints filed in 2020.

2020 Internal Affairs Complaints

Case Type	# of Cases 2020	%
External	29	93%
Internal	2	7%
Total	**31**	**100%**

As the table indicates internal complaints represent approximately 7% of all complaints investigated in 2020. In each of the internal investigations the complaint was sustained. This indicates employees are held accountable internally as well as externally.

4.   Internal Affairs Process

The following description encapsulates the current IA investigative process:
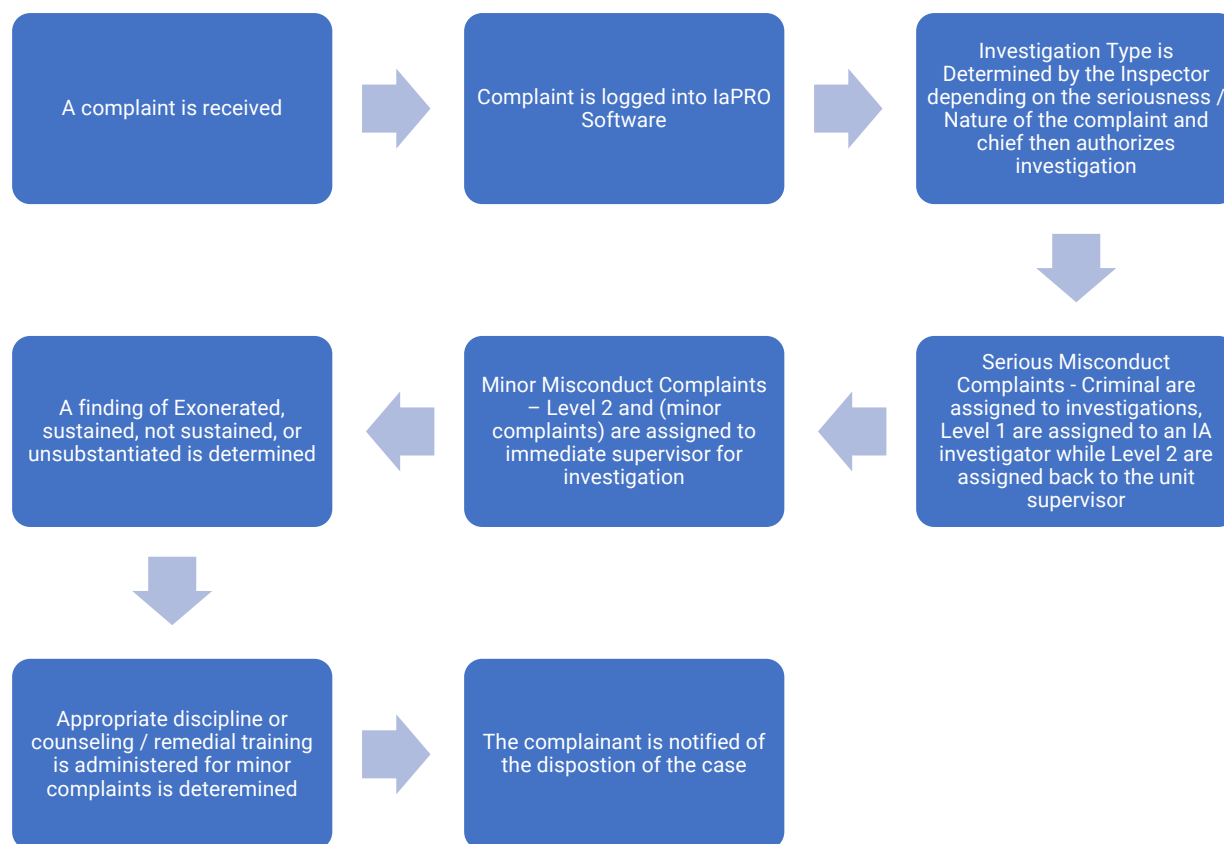
This process is very similar to other agencies in the State of Washington that we have reviewed. EPD uses a 2 tier level process to determine the seriousness and routing of complaints. Criminal, Level 1 is the most serious category which if substantiated would logically or reasonably result in disciplinary action while Level 2 Investigations involve complaints of minor violations or misconduct which, if substantiated, would logically or reasonably result in a non-disciplinary outcome, such as coaching and counseling or remedial training. It is notable that policy 5.3 outlines the process for investigations that can be conducted outside of EPD, these include:

• The incident involves an area of expertise outside that held by the Office of Professional Standards, or

• The incident is of such a nature that the objectivity of the investigation may be impaired or called into question, or

• The incident involves the Office of Professional Standards, or the office is so closely involved with the officers in the incident that the objectivity of the investigation might be called into question, or

• The incident involves a senior member of the Everett Police Department or the Chief of Police, such that the objectivity of the investigation might be called into question, or

• The Office of Professional Standards is, for some other reason, unable to conduct the inquiry.

This explicit caveat for conducting investigations using outside resources is best practice because it allows for a more independent review of potential misconduct that could damage the reputation of the department and negatively impact the relationship with the community.

5.   Internal Affairs Policy on Filing a Complaint

Internal affairs operations are covered under EPD Policy 5.1 Citizen / Employee / Agency complaints. The current internal affairs policy and processes are very consistent with other agencies and contain best practices is several areas. EPD has the following best practices:

• They accept complaints from a variety of sources including:

    - An individual or group.

    - Third Party

- Government Agency

- Anonymous – If they report serious misconduct, criminal or constitutional violation or Domestic Violence as defined by RCW 10.99.020.

- Department Members

• Anonymous complaints are accepted for serious misconduct, criminal or constitutional violations, or domestic violence, as defined by RCW 10.99.020.

• All complaints are tracked in a database.

• Complaint form can be downloaded online.

These best practices ensure that the department receives all complaints and that all complaints are reviewed. Though EPD has several areas where they meet best practice, there are some areas where there are opportunities for improvement. These latter include:

• Though users can find a complaint form online under the "contact us" link it would be more useful if there was a direct link to it from the police home page.

• Though complaints can be downloaded online, it requires the user to download a pdf, complete it and then email it back.

• There is no current policy that mandates investigations continue when an employee leaves service though this is current EPD practice and state law (RCW 43.101.135) requires the agency to complete the internal investigation

Continuance of complaint investigations even when an employee resigns or retires is an emerging practice and likely best practice in the near future as more departments adopt this approach. This change will help keep officers who have misconduct issues at one agency from moving to other departments before the investigations are complete. The current complaint intake process mandates that a complainant fills out a complaint form which can be obtained at the police department or online and the policy 5.1 Citizen/ Employee /Agency Complaints states any departmental employee can receive a complaint. Policy 5.2 Complaints Against Agency and Officers states complaint forms can be obtained online via the departmental website.

The ability to easily report misconduct online has become a best practice. Many agencies have a direct complaint / complement link on the main page of the department website. EPD provides the ability to report misconduct through the "contact us" link but adding a direct link to the complaint / compliment form from the home page would make the process more user friendly. Additionally, adding the ability to fill out the form online

without requiring a download and email back process would make the process easier to navigate.

We also noted that policy 5.1 refers to "citizen" which many departments are changing to "community members" as some members are part of the community without being formally a citizen. The department takes complaints regardless of someone's immigration status so the policy should include updated language to be more inclusive.

Recommendations:

Put a link to the complaint / compliment forms on the home page of the department website.

Although current practice, update policy to state all internal investigations will be completed regardless of whether an employee retires or resigns. This needs to be consistent with the city policy.

Update policy to more inclusive by replacing "citizen" with "community member" or similar description.

6.   Discipline Process

The current process uses a tier-based system that assigns a proposed discipline level including Verbal Warning, Letter of Reprimand, Suspension, Demotion up to Termination. While a tier system helps to define the potential discipline it does not preclude the possibility that two violations of the same nature may be subject to variance in outcomes e.g., two officers could be found in violation of the same policy but the recommendation for one could be a letter of reprimand, while the other could receive a suspension. The policy is unclear on how the level of proposed discipline is determined.

To make proposed discipline more consistent many departments are moving to a discipline matrix with prescribed recommended discipline for several policy violation categories. It is also a best practice. An effective discipline guide has stated goals, including defining conduct categories and setting discipline levels to identify a fair and reasonable presumptive penalty for each discipline level.

The benefit of a discipline matrix is that it provides a higher degree of consistency for discipline, and it provides a consistent mechanism for increased discipline for repeated violations up to and including termination. A sample discipline matrix is presented below:

Sample Discipline Matrix

Offense Class	First Offense		Second Offense		Third Offense	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
1	N/A	Supervisor Counseling	N/A	Written Reprimand	Supervisor Counseling	1 Day Suspension
2	Supervisor Counseling	Written Reprimand	Supervisor Counseling	1 Day Suspension	Written Reprimand	3 Day Suspension
3	Supervisor Counseling	1 Day Suspension	Written Reprimand	3 Day Suspension	1 Day Suspension	5 Day Suspension
4	Written Reprimand	3 Day Suspension	1 Day Suspension	5 Day Suspension	3 Day Suspension	10 Days or Demotion*
5	1 Day Suspension	10 Days or Demotion	3 Day Suspension	10 Days or Demotion	10 Days or Demotion	Termination
6	10 Day Suspension or Demotion	Termination	10 Day Suspension or Demotion	Termination	Termination	N/A
7	Termination	N/A	N/A	N/A	N/A	N/A

As can be seen by the sample matrix above there are more tiers depending on the severity of the policy violation. The matrix also contains pre-set elevations for second or third offenses. The use of a discipline matrix can assist in making consistent discipline decisions. Mitigated circumstances can also be factored into a discipline matrix.

Recommendation:

Implement the use of a discipline matrix.

7.   Transparency

Police transparency is an important aspect of police-community relations. EPD does not publish internal affairs information, use of force, and pursuit information data on its webpage though it produces a detailed annual report that is viewed internally by police administration. Publishing complaint and internal investigations data on the public website could help inform the public that EPD actively investigates complaints and tracks use of force diligently which it does. The publishing of this data can help alleviate mistrust between the police department and the community they serve by being transparent, especially important when they have internal data than can indicate how well they are doing. Additionally, the internal affairs complaint form does not ask for race or gender so that information is not tracked. Some members of the public may not be comfortable

with providing that information, however asking for it with an option to not respond may gather some important data points.

Many agencies publish an extensive annual report which is posted on their website that include:

- The number of complaints received.

- The outcomes.

- Breakouts by gender and race.

- Use of force statistics.

- Internal versus External Complaints.

During the drafting of this report, Matrix learned that the department is in the development stages of a Community Transparency Dashboard that would make use of force, arrest and calls for service data available to the public on demand. Updating EPD policies to include the publication of these performance metrics can help the community better understand how well the department is performing. This information is already being produced in an annual report.

Recommendation:

Although the department is currently developing a mechanism to report use of force, arrest and calls for service data to the public, it is also recommended that the department post its annual report, or at a minimum its complaint, use of force and pursuit data on the department website.

8.   Early Intervention System (EIS) Overview

The Everett Police Department's Early Intervention System (EIS) tracks employee data to identify personal and performance related issues through IAPro software (Blue team) which supervisors can use to document performance issues. Recommended interventions for performance related threshold alerts range from remedial training, policy review, coaching and counseling and personal improvement plans. EPD uses IAPro software for their Early Intervention Program. The system tracks six categories with pre-determined thresholds. The categories are:

- Reviewable Use of Force

- Vehicle Pursuit

- Citizen Complaints

- Vehicle Collision

- Personnel Performance Action (Improvement Plan / Documented Coaching & Counseling / Reprimand)

- Administrative Internal Investigations

The Inspector monitors the system and is solely responsible for sending alerts and making adjustments to triggers within the constraints of IAPro software. The use of an early intervention system is considered best practice as it can help identify issues early and provide employees with resources, they may need to correct performance issues.

The early warning system as used by EPD has only six categories that are tracked in EIS which leaves out important areas of notification that should be included to provide a complete and accurate overview of an employee's work performance and capture other problematic employee behaviors as noted above. EPD should expand tracked categories to capture personnel and performance issues more accurately.

Adding sick time, lawsuits or traumatic incidents may help the department to proactively intervene to get resources to people who may have issues that may not be captured by the six current categories. Sick time thresholds could include percentage of sick time used in conjunction to weekends/ days off or total sick time used as a percentage to peers that is not related to reported illness or injury. Traumatic incidents could include OIS, response to child death or abuse or other critical incidents. It is important to understand the correct use of EIS is not discipline, but to help an employee by providing supportive resources.

It is also important that all employees and management understand the goal behind an EIS system is primarily support and not discipline. A well-defined policy with training on EIS goals can assist with presenting the benefits of the EIS system.

Recommendations:

Review categories for inclusion in data collection that could be useful as early indicators of potential problematic behavior (e.g., sick time, lawsuits, and Traumatic Incidents).

Communicate in EIS policy the stated goals for the personal management system.

9.   Bias Based Policing Review

EPD tracks biased based policing complaints and produces an annual report that outlines the number and type of complaints. EPD policy 4.48 explicitly states "employees are prohibited against biased based policing when making decisions regarding traffic contacts, field contacts, criminal investigations, arrests, searches and seizures and forfeitures." The policy mandates annual roll-call training on the topic. EPD meets best practice in this area. Complaints of this nature are all investigated and tracked. In 2020 there was one bias based policing complaint which was thoroughly investigated by the OPS and the officer was exonerated (not sustained). This incident is covered in both the IA complaints section and the bias based policing section of the annual report. This is also best practice.

Recommendation:

Make the bias based policing report readily available on the department website.

10.   Use of Force Review

EPD tracks all reportable force used by unit, officer, type of force, type of incident where force was used, time of occurrence, gender, age, and race of the subject of force was used on and potential contributing factors. A use of force form is required to be completed for each use of force by a unit supervisors which is reviewed by the deputy chief of Operations. EPD participates in the National Use of Force Database as well. In 2020 EPD responded to a reported 123,949 calls for service and used force in 82 incidents. Use of force was used in .00066 of all calls for service which is well below 1%. This is a very low use of force rate. The top 3 call types when use of force incidents occurred were Misdemeanor Domestic Violence, Felony Assault and Felony Warrant which represent approximately 29.3% of use of force events. EPD meets best practice with tracking use of force and completing a detailed annual report, however this report is not readily available to the public.

The annual report indicates the race of the subject of force was black in 14 cases, which equates to nearly 17% of all use of force incidents while U.S. census indicates blacks represent 5.6% of the city population. There is not enough information in these two facts to draw conclusions / correlations between force and race but does indicate disparity. Any additional information that could provide context such as involvement in violent crime or percentage of arrests may be useful.

Recommendation:

Provide additional information to the public on use of force incidents, such as the level of force used and the type of crime involved, in order to provide context.

11.   Pursuit Review

All pursuits in Everett are documented and reviewed. In 2020 there were 3 vehicle pursuits out of a total of 64 fleeing vehicle incidents. In the three pursuits 1 was found to be in compliance with department policy while 2 were found to be improper. The pursuit report sections break down the factors of each pursuit by crime level or call type. Each of the three pursuits that occurred have an additional narrative to give context for the pursuit. This is best practice.

Recommendation:

Make the pursuit report readily available on the department website.

D.   Training

Some Everett Police Department training curriculum is directed by the Washington State Criminal Justice Training Commission (WSCJTC). The Everett Police Training Unit coordinates the training for officers utilizing web-based training portals (Acadis for WSCJTC and Vector Solutions for Everett) and provides some physical/scenario-based training for the officers using WSCJTC lesson plans. Washington state passed several pieces of legislation in the last five years that has had significant impacts on police training, policy, and protocol.

1.   Law Enforcement Training and Community Safety Act (LETCSA)

In 2017 the Puyallup Tribe and the De-Escalate Washington coalition gathered enough public support to place an initiative (I-940) before the voters of Washington. In 2018 Washington state voters passed a police de-escalation initiative with the following goals:

•   Require de-escalation and mental health training for law enforcement.

•   Require first aid training for law enforcement and require that they render first aid at the earliest safe opportunity to injured persons at a scene controlled by law enforcement.

- Replace the requirement that "malice" must be proven in order to bring criminal charges to a law enforcement officer, with an objective "good faith standard".

- Require a completely independent investigation into officer involved uses of deadly force.

- Require notification and involvement of the Governor's Office of Indian Affairs (GOIA) if a Tribal member is killed or injured in an officer involved use of deadly force.

- Include community stakeholders from diverse groups in rulemaking discussions.

The initiative and subsequent Substitute House Bill 1064 (SHB 1064) was renamed the Law Enforcement Training and Community Safety Act (LETCSA). The Washington Criminal Justice Training Committee (CJTC) worked with original stakeholders of this legislation to create new officer training requirements and independent investigations criteria for officer involved uses of deadly force. Through this process Washington Administrative Codes (WAC) were adopted outlining the new training requirements.

WAC 139-11-010 defines de-escalation as the means, tactics, action, and communication methods used by officers to achieve the following objectives when safe and feasible to:

- Manage the pace of an interaction.

- Manage the distance between the officer and persons involved.

- Utilize shielding to protect the officer and others from an imminent threat.

- Engage in communication in order to increase options for resolving the incident and reduce the likelihood of injury to all parties involved.

WAC 139-11-020 requires new officers starting after December 7, 2019, receive 200 hours in the Basic Law Enforcement Academy (BLEA) of de-escalation (patrol tactics) and mental health training and the newly defined deadly force standard. Existing and lateral police officers must complete 40 hours of violence de-escalation (patrol tactics) and mental health training every three years with incumbent officers completing that cycle by the beginning of 2028.

Patrol tactics, actions and communication methods that de-escalate situations when appropriate to reduce the likelihood of injury to all parties involved, avoid unnecessarily escalating situations that may lead to violence, and avoid unnecessarily placing officers in situations that require or lead to deadly force by:

- Managing the distance between the officer and the persons involved; Utilizing shielding to protect the officer and others from a threat, managing the pace of an interaction and engaging in communication to increase options for resolving the incident and reduce the likelihood of injury to all parties involved.

- Recognizing and managing the impact of stress on the officer's perceptions and reactions.

- Understanding emotional intelligence and self-awareness.

- Understanding the psychology and foundational principles of procedural justice to build trust and rapport, including training on ethics.

- Recognizing and mitigating the impact of implicit and explicit bias on the officer's perceptions and reactions

- Recognizing patterns of behavior in individuals that may be related to mental or behavioral health issue or other disability, per RCW 43.101.427(5).

- Use of techniques and communication strategies to calm persons who appear to be agitated or demonstrating unusual behavior related to a mental or behavioral health issue or other disability, per RCW 43.101.427(5).

- Proper use of nonlethal defensive tactics to gain physical control when necessary.

- Alternatives to the use of physical or deadly force so that de-escalation tactics and less lethal alternatives are part of the decision-making process leading up to the consideration of deadly force.

- Use of a decision-making simulator ("shoot don't shoot") and cognitive exercises to improve accurate recognition of threats and proper level of force response.

- Understand the "good faith" standard as stated in RCW 9A.16.040(4)(a).

- Learning about the historical intersection of race and policing, the experience of Black Americans then and now, including: The institution of slavery through the Civil Rights Act of 1964, mass incarceration, the role, and impacts of police in schools, the ongoing influence of race relations, strategies to reconcile past injustice, and the importance of fair and impartial policing. This training should be supplemented by current data and research.

- Understanding how culture and differences in experiences, histories, and social norms impacts community perceptions of law enforcement and employing cultural humility skills, with the goal of learning about respectful and effective approaches with communities of color including, but not limited to, Black

Americans, African Immigrants, Latinxs, Native Americans, Asian Americans, Pacific Islanders, American Muslims, Sikhs, and Arabs.

- Learning to build more positive relationships with specific communities within areas officers serve by understanding how biases, stereotypes, and a lack of understanding about varying cultural norms negatively impacts police interactions with the public.

- Learning about the history of police interaction with the LGBTQ+ communities and learning about respectful and effective communication and interaction with these communities.

- Learning about effective communication and interaction with, youth, individuals who have experienced domestic violence, sexual assault, or human trafficking, immigrant, and refugee communities, and those with limited-English proficiency, persons who have barriers to hearing, understanding, or otherwise complying with law enforcement officers.

- Learning about the systemic challenges facing indigent populations, the nature of crimes and poverty, and the cycle of recidivism for those experiencing poverty.

- Examining alternatives to jail, booking, and arrest and the impacts on members of the community and public safety.

- Learning about the history of police interaction with Native American communities, including learning about tribal sovereignty, tribal culture, and traditions, and how to meet the new state law requirements for notification of tribal governments when a tribal person is killed or injured.

- First-aid training on the new statewide policy, which states: "All law enforcement personnel must provide or facilitate first aid such that it is rendered at the earliest safe opportunity to injured persons at a scene controlled by law enforcement," focused on, critical life-saving skills, understanding the need to balance the many essential duties of officers with "the solemn duty to preserve the life of a person with whom officers come into direct contact", understanding best practices for securing a scene to facilitate the safe, swift, and effective provisions for first aid to anyone injured at a scene controlled by law enforcement or as a result of law enforcement action.

The Criminal Justice Training Commission continues to develop curriculum for Washington Law Enforcement Agencies to meet the mandates outlined above. WSCJTC is still developing training for WAC 139-12-010 which implements the requirement that officer involved shootings resulting in injury or death be investigated completely independent of the involved agency. Everett police officers have already completed the

mandated 24-hours of patrol tactics training, six years ahead of the state required deadline. EPD also adopts the other training associated with the SHB 1064 as soon as the WSCJTC provides the material.

2.   Washington State Legislative Changes

After the death of George Floyd, lawmakers in Washington proposed several police reform bills. In 2021 the governor of Washington signed 12 bills on police reform into law.   Three of those laws (included under the policies section of this report) were amended in July 2022. With the 2022 amendments most policies and training for police use of force did not need to be changed. The Everett Police Department, for example, has a more restrictive pursuit policy and the legislative changes to police vehicle pursuits adopted in 2021 did not require significant training or policy changes for EPD.

3.   Yearly Required Training

Training priorities and lesson plans are determined by the Criminal Justice Training Commission (CJTC) for Washington State Police agencies.   After state mandates are met, as directed by recent police reform laws, the department Training Unit can add additional training as needed for department personnel.

The yearly Police Skills Refresher (PSR) training is required training for all officers with the rank of Sergeant and below to include Patrol Officers, MPO's (Master Police Officer) and Detectives. The exception to this was the Police Skills Refresher for 2021. In 2021 the PSR was replaced by the Patrol Tactics training mandated by WAC 139-11-010. There will be additional training the Criminal Justice Training Commission will release as part of the mandated training in the future.

As stated above, EPD provided WAC 139-11-010 mandated (24 hours) patrol tactics to all sworn personnel in 2021. Planning forward, every third year the Training Unit will provide the 24 hours of patrol tactics training and a range day in lieu of standard in-service training for sergeants, detectives, and officers. In-service training between patrol tactics cycles will include the following in a four-day training week:

•   Applied Skills Scenario Based Training

•   Range

•   EVOC and Defensive Tactics

•   Classroom

Lieutenants and above go through the quarterly supervisor training which is an 8-hour day once a quarter to receive the mandated training.

4.   Promotional Training

For commissioned officer promotions the Criminal Justice Training Center requires 40 hours of mandated front line supervisory training and 40 hours elective training for a new sergeant's career level certification. Sergeants are also required to take ICS 200. All Everett sergeants have met this mandate.

In addition to the state mandates for career level certification, the department created a Supervisor Resource Guide (SRG) and check list for supervisory responsibilities. The SRG is new, and once fully implemented, all newly promoted sergeants will work through the SRG and checklist with their lieutenant as they learn their new responsibilities and additionally receive evaluations at the 30-, 90- and 180-day marks of their 6-month probationary period. New lieutenants receive 40 hours of mid management level mandated training, 40 hours of elective training, and ICS 300 and 800 to obtain their career leadership certification. A process similar to the sergeant internal training with a checklist and evaluations during the probation period will be implemented in the future.

5.   Equity, Diversity, and Inclusion

The Everett Police Training Unit recently received approval from the Chief to implement a Diversity, Equity, and Inclusion Committee. As part of this program, EPD intends to hire a consultant from local academia with training in social justice issues and a focus on race and police relations in America. The committee will meet with the consultant once a month for class and work on assignments related to the training topics. Training will then be provided a training block for monthly in-service training (PSR) and quarterly supervisor training.

The additional training supports the practice of equity, diversity and inclusion for the department and the residents of Everett.

Conclusions / Recommendations:

Much of the training curriculum in Washington is directed by the Criminal Justice Training Commission as mandated by recent changes in State law around police reform. Everett commissioned officers receive more than 150 training hours a year on average with the exception 2020, due to covid restrictions. The legal changes in the State of Washington focus on training officers in de-escalation and mandate all officers be trained to new officer training standards in de-escalation tactics by the end of 2028.   Officers are required to receive refresher training every three years. All Everett police officers have completed the 24 hours of required patrol tactics training ahead of the 2028 mandate and the Training Unit continues to deliver the remaining WSCJTC required training to

officers as it is made available by the WSCJTC

The Everett Police Department intends to engage the services of a professor of procedural justice and police race relations to develop and provide training to the department in a train the trainer format. This training is not required but will be developed in-house by the Everett Training Unit for department personnel. EPD is meeting training requirements as mandated by the state and will be providing additional training in procedure justice. Between the mandates and additional training EPD is meeting and exceeding emerging practices in de-escalation and procedural justice education for commissioned officers.

E.   Labor Relations

Commissioned members of the Everett Police Department are represented by two associations, the Everett Police Officers Association (EPOA) and the Everett Police Management Association (EPMA). The EPOA includes officers, detectives, and sergeants and the EPMA lieutenants and captains. The EPOA consists of 5 positions: President, Vice President, Treasurer, Secretary, and the Sergeant at Arms. The EPMA has a President and Vice President. The President and Vice President meet regularly with the Deputy Chiefs, Chief and City leadership who work together to address labor-related issues before they become problems.

The Everett police associations are not affiliated with any other organizations and are both currently in the process of negotiating contracts for 2023. Both contracts expire the end of 2022. The EPOA negotiating committee is made of 9 persons with an association attorney. There have not been any issues with the current negotiations process. EPOA and City HR representatives work well together regarding negotiating police issues.

EPOA has not engaged in the grievance process in the last 18 months. The association leadership has good working relationships with the police administration and issues are often worked out through one-on-one conversations.

Association representatives respond to the scene of EPOA members involved in shootings or in-custody deaths. The association representatives participate in most association business on their own time, however, when staffing allows members are allowed time to conduct association business with command approval.

EPOA representatives attended a training conference titled, "Collective Bargaining for Public Safety Employee", a 3-day training from Labor Relations Information System within the last six months.

Conclusion / Recommendations:

The U.S. Department of Justice Office of Community Policing Services published Volume I and II of "Police Labor-Management Relations: A Guide for Implementing Change, Making Reforms and Handling Crisis for Managers and Union Leaders." The guide lists four tiers on which to base successful union-management relations. They are:

1. Communication
2. Cooperation
3. Respect
4. Trust

The tiers are to be built upon in that order. The Everett City Administration, Everett Police Administration, Police Management and Union officials have good working relationships and communicate well with each other. There appears to be respect and the ability to have frank discussions about issues that arise.

F.   Equipment, Fleet, and Technology

The use of technology to assist police departments has increased in the last several years. As part of the overall assessment of the management and operations an analysis of the use of technology was conducted. To complete the assessment the following areas were reviewed:

- **Analysis of gaps in technology-** Are there technologies that could be utilized that aren't currently used by EPD?

- **Issues and limitations with information/data sharing and coordination**- Is technology used effectively or are there issues with current technology?

- **Are there technologies that could be deployed to improve efficiency or service?** – A review of available technology

- **Comparison of EPD's use of technology against best and prevailing practice; deployment activities.** – Does EPD leverage the use of technology to meet best or prevailing practices.

- **Review of EPD's Fleet size and replacement planning.** – Does EPD maximize fleet efficiency and limit costs.

To conduct this analysis the project team conducted interviews with EPD staff, personnel from other departments and conducted a survey of widely used police technology.

The following table outlines current technology used by police departments with brief explanation of the technology and if or how EPD uses the technologies:

1.   Police Technology

Technology	Typical Utilization / Comments	Does Everett Have / Use
Acoustic Shooting Detection System	Acoustic shooting detection systems detect gunshots and relay the information directly to dispatch and officers enabling a faster response time to shooting incidents.	No, but EPD is exploring this technology in relation to the recent increase in shooting incidents.
Automatic License Plate Reader (ALPR)	Automatic License Plate Readers use high speed cameras that run the video feed through an optical character recognition software system. This allows the system to identify license plates and then run them automatically through multiple databases in real time. If a "hit" on database occurs dispatch and officers operating the ALPR or other receivers can be alerted that a wanted vehicle has crossed a fixed location or in vehicle mounted units	No. EPD did deploy vehicle mounted ALPR in the past, but that program has been discontinued.
Body Worn Cameras (BWC)	Body Worn Cameras record audio and video of police encounters. BWCs provide both evidence for court cases and police accountability.	Yes, EPD assigns all uniformed officers who work patrol BWCs.
In car cameras	In car cameras record audio and video inside and outside of the vehicle depending on vendor. They typically include at least a forward facing camera that captures traffic ahead of the vehicle and a camera of the prisoner compartment area of the vehicle. In car camera systems provide both evidence for court cases and police accountability.	No.

Technology	Typical Utilization / Comments	Does Everett Have / Use
Crime Scene Scanners	Crime scene scanners use laser scanners and digital imaging to document crime scenes more efficiently and accurately.	Yes, EPD has a Laser forensic scanner for crime scene processing. For more significant scenes Washington State Patrol assists.
Drones	Drones provide users with the ability to record a scene or to live view an incident from above.	Yes, EPD has drones and certified pilots to deploy them.
Electronic Ticket Writers / Printers	Electronic Ticket Writers provide officers with an efficient method of writing citations that is typically faster than hand written tickets because they can upload relevant driver / suspect data into the machine once identification is entered.	Yes, vehicles are equipped with Electronic Ticket Writers and printers.
Mobile Command Post	Mobile command posts provide incident commanders access to technology from the field. Common features are Computer Aided Dispatch (CAD) access, live links to multiple video feeds, additional communications systems including satellite and radio, a conference room and restroom.	Yes, EPD has one which can be used for special events or critical incidents. Additionally, EPD has access to the use of a larger command post through Snohomish County.
Online Reporting	Allows community members to file low priority or minor crime reports online from home freeing officers to investigate ore serious crimes or spend more time on community engagement.	Yes, the department uses online reporting.
Mobile Finger Print Scanners	Mobile finger print scanners are used to take a digital image of an arrested subjects fingers which can then be checked against the fingerprints of known individuals. They are most commonly used when the identity of an individual is in question.	No, while EPD does not has this technology, they do have access to the technology via regional partners.
Mobile Report Writing	Mobile Report Writing allows officers to write reports while in the field. This technology is typically used for shorter reports.	Yes, EPD uses mobile report writing, though longer reports are typically completed at the station.

Technology	Typical Utilization / Comments	Does Everett Have / Use
Public Cameras	Public cameras allow police department to "live" view critical areas and to record video from key intersections or locations. Though they have some preventative applications	Yes, the city and county have some intersection cameras, but not all record and they are not actively monitored.
Red Light / Speed Cameras	Red light / Speed cameras use high speed cameras that are connected traffic lights that can photograph vehicles and automatically issue tickets for red light or speeding traffic violations with some limitations.	No, but they are under consideration.
Text to 911	Text 911 allows community members to text the police department instead of calling. This allows users to make contact with a dispatcher while not drawing attention to themselves.	Yes, the department is dispatched through Snohomish County 911 which utilizes text to 911.
Cell phone download software	Cell phone download software allows investigators to download evidence from cell phones (typically after obtaining a search warrant).	Yes, EPD utilizes Cellebrite a leading vendor of cell phone download technology.

2.   Police Technology Not Used

Out of the 15 noted types of common police technology EPD uses 10. Six types of technology not used or partially used are detailed in the following section.

(2.1)   Acoustic Shooting Detection System

Acoustic Shooting Detection System known commonly by the leading brand name as "Shot Spotter" is a very effective tool at detecting shooting incidents and giving officers the ability to respond quicker because they receive immediate alerts instead of waiting for community members to call 911.

(2.2)   Automatic License Plate Readers (ALPR)

ALPR systems are valuable tool in locating stolen or suspect associated vehicles in real time and in locating possible suspect locations through the plate read database. Because ALPR systems are automatically scanning plates, they allow officers to focus on other activities instead of manually checking plates. Additionally, since plate read information is generally stored investigators can more easily find potential suspect

locations, especially if they are associated with vehicles without updated registration information.

(2.3)   In Car Cameras

In car cameras, like body worn cameras, can help to provide additional evidence for investigating complaints and for prosecution. The addition of in car cameras can reduce gaps in video / audio coverage for traffic stops, pursuits, and prisoner interactions. Additionally, they can be useful for investigating complaints and reducing liability.

(2.4)   Finger Print Scanners

In some larger agencies with large geographical areas of coverage finger print scanners can help to positively identify suspects in the field when suspected of low level offenses that would not normally result in custody processing at jail intake facility.

(2.5)   Public Cameras

Everett does have some intersection cameras, but only a limited number of them record. Public owned cameras that actively record and retain video for predetermined length of time can be a very beneficial crime solving tool. Everett has a limited number of thorough fares and highway off-ramps that could make the use of public / intersection cameras very useful.

(2.6)   Red Light Cameras

Everett is considering deploying red light cameras for intersections with higher number of reported collisions.

3.   Technology Gaps

It is important to note that there are hundreds of types of police technology available to law enforcement, but just because technology exists that may have some benefit does not mean a police department should have it. A cost-benefit analysis and potential utilization rate should be conducted prior to purchasing or implementing new technology. In reviewing current technology used by EPD there are four identified potential technology gaps at this time: public cameras, red light cameras, ALPR and in car camera systems. Additional public cameras could aid in the solving of crime and could help to reduce investigative hours and produce more leads. Red light / traffic cameras could aid the department with traffic enforcement and reduce injuries in high crash or violation areas. ALPR could aid in solving crime and reduce investigative hours and in car cameras could help to reduce liability while potentially providing more evidence. It is important to note

that there is some technology applications that can raise the concern of the public due to privacy issues.

4.   Potential Technology Efficiencies and/or Improved Service

The EPD uses multiple systems that increase efficiency most notably online reporting that allows community members to make police reports for low level crimes from home. The system is integrated with the current records management system and all reports are still reviewed. This frees officers to investigate more serious crimes and also to have the ability to be more proactive. This also reduces the wait time for police response to other incidents since police officers are not involved in report taking for unsolvable low level crimes where there is no public safety risk.

5.   Diagnostic Assessment of Technology Use Practices

The project team analyzed several technology practices of the Everett Police Department against best practices or emerging practices for technology use. The team specifically examined use, operations and areas that are emerging practices of modern law enforcement. The assessment relies on both interviews and documents provided. There are three areas to the diagnostic assessment which are detailed below:

- **Best Practice / Operational Target –** This is the subject area under review and what is the best practice or operational target.

- **Meets Target /   Does not meet Target –** An area that meets target has been reviewed and with analysis the project team identifies that the EPD generally meets best or emerging practice.

- **Comments / Improvement Opportunity –** This area identifies what EPD is doing to meet the target or how it is not meeting the target.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Comments / Improvement Opportunity
Technology Type			
Body Worn Cameras. Officers that interact with the public are assigned cameras and polices for use meet best practice for capturing police-public contact.	ü		All officers working in public are equipped with BWCs and policies for use meet best practice.
Crime Scene Scanners. Crime scene Scanners are used on complex crime scenes or crime scenes of a serious person felony.	ü		Crime scene scanners are used on major crime incidents to digital document the scene.
Drones. Drones can be deployed to provide an overhead view and the drone operator(s) are FAA certified.	ü		The department has a drone program.
Electronic Ticket Writers / Printers. Vehicles or officers are equipped with technology that helps to speed up ticket writing and citation accuracy.	ü		The department has this technology in all vehicles. (Currently upgrading system). Including golf carts and bikes.
Mobile Command Post. A command post is available for critical incidents or for use on large public events.	ü		The department uses the mobile command post and has access to others when needed.
Mobile Report Writing. Officers have the ability to write minor reports from their vehicles or tablets so that they can stay deployed in the field.	ü		The department uses mobile report writing for shorter reports which allows officers to remain deployed in the field.
Public Cameras. The department uses cameras with both live feed and recorded.	ü		The department has some public cameras and some that record. Though by standard they meet best practice in their use, the network of cameras could be expanded.

Based upon the assessment presented in the prior table, the Everett Police Department meets emerging or best practice relating to the use of technology.

6.   Technology Summary

The EPD is well equipped with police technology and uses it to maximize resources. There were some potential gaps in technology that were identified through this review, though the department had already identified some gaps such as in car cameras.

7.   Police Fleet

To conduct the analysis of the EPD fleet the project team was provided with two fleet spreadsheets which contained difference vehicle information. Where information was incomplete an estimation was used to give an approximate value to a data point. There are a total of 184 vehicles assigned to the Police Department that includes command, detectives, specialty vehicles, trailers and patrol vehicles. The following table presents relevant vehicle information assigned to EPD:

Road /Patrol Vehicles Assigned

Number	Estimated Average Year	Average Vehicle Age	Estimated Average Mileage	Assignment
86	2015	7	68,080	Patrol

As the table indicates there are 86 vehicles assigned to patrol (SROs, K9, and Traffic Included). The patrol fleet is an average of 7 years old.

There are a total of 65 vehicles assigned to administration or detectives. The following table presents relevant vehicle information assigned to non-patrol functions:

Number	Estimated Average Year	Average Vehicle Age	Estimated Average Mileage	Assignment
65	2012	10	58,706	Admin / Dets

As the table indicates there are 65 vehicles assigned to non-patrol functions. The non-patrol fleet is an average of 10 years old. The remainder of the fleet consists of parking patrol, specialty vehicles and trailers.

Part of any effective fleet management plan is the proper replacement of vehicles as they age. For law enforcement agencies, vehicles may transition from front line patrol vehicles to less intensive usages such as assigned to detectives or specialty units as they increase in age or have maintenance issues.   There are several best practices related to the

replacement cycle for law enforcement vehicles which include: replacement when a certain mileage or years of service is reached because warranties expire or vehicle maintenance costs increase, fuel performance may improve, and standard safety equipment improves. A typical replacement plan will include:

- Patrol vehicles should be replaced every 3 to 5 years of age or approximately 100,000 miles.

- Non-patrol vehicles (administrative, detectives, parking, etc.) should be replaced every 5 to 7 years or over 125,000 miles to maximize resale value.

The most important vehicles in a Police Department are the vehicles assigned to Patrol. Patrol vehicles accumulate mileage at higher rates than vehicles assigned to other functional areas in a Police Department. Subsequently, patrol vehicles generally incur higher maintenance costs due to their increased usage, increased idling, and are driven harder and more frequently than other vehicles. Therefore, it is important to have an effective replacement program for patrol vehicles.

The EPD fleet replacement schedule is dictated by fleet management software that tracks, mileage, repairs, maintenance, warranties, and depreciation. The software uses a point system that determines when the most cost effective time for vehicle replacement. Once vehicles are near that threshold EPD is alerted that the vehicle should be replaced. Since there is variance in replacement schedules there are years when more vehicles need to be replaced than average. On average EPD allocates approximately $1 million per year for fleet replacement and maintenance costs.

(1)   Replacement Planning for Patrol Vehicles

Even though the city is using the fleet management software the average vehicle assigned to Patrol is 7 years old, which is over the recommended replacement schedule for patrol fleet. The thresholds in the fleet management software should be evaluated to ensure the average patrol fleet age does not exceed 3 years.

While the Everett Police Department currently has 21 hybrid Ford Fusions, the City of Everett also needs to start developing an e-vehicle strategy for its police fleet.

(2)   Replacement Planning for Non-Patrol Vehicles

The replacement plan for non-patrol vehicles is longer with detective and administrative vehicles attaining an average of 6 years of age before planned replacement. The current

replacement plan for non-patrol vehicles is appropriate given the low mileage each vehicle accumulates per year.

(3)   Fleet Size

Determining the appropriate fleet size for a police department is important because it impacts budget and operational readiness. A fleet that is larger than needed wastes resources while a fleet that is too small can impact a departments ability to respond to calls for service or other events. To determine the appropriate fleet size the number of daily employees and vehicle need should be considered. EPD issues take home cars for employees within certain parameters. EPD uses a target of approximately 7% for spares/ pool vehicles for patrol functions which is near the general recommendation of approximately 10% based on normal operating conditions.

The current number of administrative / detective vehicles is appropriate for current and recommended staffing. This is a total of 65 vehicles. Administrative / detective vehicles are typically used less and under less harsh conditions which results in fewer crashes and needed vehicle maintenance. EPD uses a target of approximately 7% for spares/ pool vehicles for non-patrol functions which is near the general recommendation of approximately 10% based on normal operating conditions.

Beginning in 2023 EPD will receive 8 hybrid police SUVs, with the goal of continuing these purchases into the years ahead. They also purchased a Chevy Bolt (EV) and a Mach E (EV).

The total fleet for EPD should be 184 vehicles, which is the current fleet.   However, the replacement schedule should be updated to replace a larger number of patrol vehicles each year. EPD recently added patrol positions which would require 4 additional cars.

Recommendations:

Increase fleet size by 4 patrol vehicles for a total of 188 vehicles.

Review the patrol vehicle replacement schedule so that patrol vehicles are replaced before they are over 6 years old approximately 100,000 miles for patrol vehicles.

The city and the Police Department need to further develop an e-fleet strategy for the Department.

Attachment A – Employee Survey Results

The Matrix Consulting Group (MCG) was retained by the City of Everett (WA) to complete an Efficiency Assessment of the Everett Police Department (EPD). The scope of work included a survey to gauge the attitudes of the employees of the department in various topics about the Department and serving the community. An employee survey is important in any police study today.

Of the 222 total invitations sent to EPD employees, there were a total of 160 responses (either partial or complete) received by the project team, resulting in a response rate of 72%[9].

The results of the employee survey are detailed in the following section.

Executive Summary and Key Highlights

While many of these topics are expanded upon in the following sections, there are several key takeaways to note:

- Open-ended response generally aligned with multiple choice responses on similar topics, making results of the survey strong.

- There is consistency in results across all staff demographics.

- Staffing and personnel allocation is a top concern of employees. Patrol staffing and resource allocation is mentioned in several instances through open-ended responses and aligned with results of multiple choice responses.

- Investigative caseloads and caseload handling procedures are acceptable to staff currently assigned to the Investigations Division.

- Employees view their relationships with the community as strong, as well as their support.

- Employees feel support from the Chief and other command staff.

- Employees feel that the Chief and other command staff are innovative and ahead with policies and procedures.

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[9] This is a comparatively very good response rate. Academic research studying response rates among surveys gauging the opinions of police officers has an average response rate of 64%.

- Intradepartmental communication is strong, but emphasis on the need for better communication lines from Captains consistent in open-ended responses.

- Strengths of the department lie within the quality of officers (and relationships among officers) and services rendered to the community, followed by the support and innovation of the command staff and the support of the community.

- Staffing levels and retention practices were the overwhelmingly common theme throughout the survey. This was followed by the improvement (and availability) of training and intradepartmental communication practices.

Employee Survey Results

The following sections show the results of the Employee Survey conducted by project staff. Responses are organized into sections based on question topic.

Demographics and Background Information

As can be seen in the following four tables, a range of respondents from EPD responded to the employee survey. The respondent pool ranged in length of service across all five possible selections, with there being a majority of the respondents having a sworn employment status, as would be expected.

Length of Service	Count	Percentage
Less than 5 years	47	29.8%
5 - 9 years	33	20.9%
10 - 14 years	26	16.5%
15 - 19 years	15	9.5%
20 or more years	37	23.4%
Total	**158**	**100.0%**

Employment Status	Count	Percentage
Sworn	130	81.3%
Civilian	30	18.7%
Total	**160**	**100.0%**

The majority of sworn personnel respondents were Officers, while there were an accompanying 17% of Sergeants and the remaining 11% were Lieutenants or above.

Sworn Personnel Current Rank	Count	Percentage
Lieutenant or Above	14	10.8%
Sergeant	22	16.9%
Officer	94	72.3%
Total	**130**	**100.0%**

The current assignments of the sworn personnel are listed below, with a majority (58%) of these personnel being assigned to Patrol (either North or South), with accompanying Investigations Divisions members attributing another 22% to the respondent pool.

Sworn Personnel Current Assignments	Count	Percentage
Support Services Division	5	3.9%
Investigations Division	29	22.3%
Patrol (North or South)	75	57.7%
Other	21	16.2%
Total	**130**	**100.0%**

General Topics Asked of All Staff

The following section lists responses to questions relating to general topics of the police EPD ranging from community policing to training and supervision. This matrix of questions was asked to all respondents of the survey, regardless of their current assignment or employment status.

The following matrix presents results of multiple choices question asking respondents to indicate their level of agreement (i.e., Strongly Disagree (SD), Disagree (D), Agree (A), Strongly Agree (SA), or No Opinion (NO)) with the statements listed below. Results are presented with a shading of blue in correlation with the level of agreement (or disagreement) with the statements listed. The bolded percentage in each row indicates the highest response to the accompanying statement.

#	Statement	SD	D	A	SA	NO
1	The department provides a high level of service to the community.	1%	6%	**51%**	41%	1%
2	City residents view our department favorably.	1%	1%	**81%**	15%	3%
3	**We have sufficient sworn staff resources to provide the services that are expected from the department.**	33%	**55%**	8%	0%	4%
4	**We have sufficient civilian staff resources to provide the services that are expected from the department.**	13%	**36%**	34%	1%	17%

#	Statement	SD	D	A	SA	NO
5	The department is headed in the right direction.	5%	18%	**55%**	12%	9%
6	I receive the training I need to do my job well.	6%	19%	**64%**	8%	2%
7	Our organizational structure is appropriate for a department our size.	4%	21%	**56%**	6%	13%
8	We have sufficient supervision in my work unit.	1%	3%	**72%**	23%	1%
9	We conduct adequate traffic enforcement.	13%	26%	**36%**	3%	23%
10	We are bringing high quality new recruits into the department.	5%	31%	**41%**	5%	18%
11	We are bringing high quality laterals into the department.	8%	30%	**41%**	5%	17%
12	I feel free to express my opinions in the department.	8%	23%	**54%**	12%	3%

Questions were asked in a positive manner to allow for identification of statements in which employees agreed or disagreed. In 10 of the 12 statements above, the most frequent answer was in agreement, while the other two statements (#'s 3 & 4) had either most responses or a majority of responses in disagreement.

These results indicate that employees of the EPD feel that the department is not staffed at an adequate level to provide the services that the community expects from their police department.

A set of questions were aimed at gauging employees' opinions regarding intradepartmental communication within the EPD.

#	Statement	SD	D	A	SA	NO
1	There is adequate communication from my immediate supervisor.	1%	8%	**52%**	39%	1%
2	There is adequate communication from lieutenants.	2%	17%	**59%**	14%	8%
3	There is adequate communication from the captains.	13%	25%	**45%**	9%	8%
4	There is adequate communication from the chief.	4%	15%	**60%**	16%	5%

All four statements received mostly positive responses, meaning that employees of EPD feel that there is adequate communication from their immediate supervisors, adequate

communication from Lieutenants, adequate communication from Captains, and adequate communication from the Chief.

Input by employees in the open-ended questions provided more depth to these answers. While the multiple choice statements regarding internal communications were positive, there were several statements noting changes desired. These topics are provided (in no order) in the table below.

Response Topic/Theme
Communication breakdown between Administration and Line-Level employees
Requests declined/Decisions made without explanation
Line-level staff discrepancies not feeling heard
Captains should be in briefings
Line-level staff cannot communicate with command staff/administration

Patrol

The following matrix presents results of multiple choice questions asking respondents who identified them as currently assigned to patrol to indicate their level of agreement (i.e., Strongly Disagree (SD), Disagree (D), Agree (A), Strongly Agree (SA), or No Opinion (NO)) with the statements listed below. Results are presented with a shading of blue in correlation with the level of agreement (or disagreement) with the statements listed. The bolded percentage in each row indicates the highest response to the accompanying statement.

The survey questions developed by the project team are all in a positive manner for consistency. This allows for the easy identification of areas of improvement based on employee responses.

#	Statement	SD	D	A	SA	NO
1	**The amount of proactive time available to patrol enables us to address problems in the community.**	**43%**	36%	20%	0%	1%
2	In patrol, adequate back-up is almost always available.	1%	32%	**61%**	5%	0%
3	Our response times to low priority calls are appropriate.	7%	31%	**52%**	8%	3%
4	Our response times to high priority calls are appropriate.	1%	9%	**72%**	16%	1%
5	**Patrol is adequately staffed on each shift.**	**64%**	32%	4%	0%	0%
6	Sergeants have adequate time available to supervise in the field.	12%	19%	**60%**	3%	7%

#	Statement	SD	D	A	SA	NO
7	**The balance of staffing between North and South is about right.**	**49%**	37%	9%	0%	4%
8	The current shift schedule provides for a good work-life balance.	21%	33%	**35%**	1%	9%
9	**We have the right balance between officers assigned to general patrol versus specialized units.**	20%	**40%**	32%	0%	8%

Questions 1, 5, 7, and 9 are questions that employees had moderate to high levels of disagreement. A combined 79% of respondents feel that there is an inadequate amount of time to proactively police while on patrol to address problems in the community, 96% of respondents indicated that they feel that patrol divisions are not adequately staffed, 86% of respondents indicated that they feel that there unbalanced staffing between the North and South patrol divisions, and 60% of respondents disagree that there are the right balance of officers assigned to general patrol versus specialized units.

Respondents agreed to statements gauging opinions relating to adequate backup (#2), response times to low priority calls (#3), response time to high priority calls (#4), sergeant supervision in the field (#6), and the ability of the current shift schedule[10] to provide for an adequate work-life balance (#8).

Respondents were asked to respond to an open-ended question asking if patrol officers should stop being dispatched to any specific types of calls for service. Frequent responses (in no particular order) are listed in the table below.

Response Topic/Theme
Calls with no suspect information
Cold Calls
Civil Matters
Welfare Checks / APS/CPS Calls
Anything that can be filed online

Investigations

The following section lists responses to questions relating to investigatory practices and caseloads. These questions were only asked to respondents who indicated that their current assignment was in the Investigations Division. As before, the following matrix presents results of the multiple choice questions asking for respondents to indicate their level of agreement (i.e., Strongly Disagree (SD), Disagree (D), Agree (A), Strongly Agree

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[10] A large majority (63%) responded that they preferred a 10-hours shift schedule over either an 8-hour (1.3%) or a 12-hour (36%) shift schedule.

(SA), or No Opinion (NO)) with the statements. Results are presented with a shading of blue in correlation with the level of agreement (or disagreement) with the statements listed. The bolded percentage in each row indicates the highest response to the accompanying statement.

#	Statement	SD	D	A	SA	NO
1	We have the technical support needed to investigate cases.	3%	28%	**52%**	14%	3%
2	We screen out the right number of cases.	14%	17%	**45%**	7%	17%
3	My caseload about the same as others in my unit.	10%	7%	**59%**	7%	17%
4	Patrol does a good job writing reports.	3%	10%	**79%**	0%	7%
5	The amount of work involved from my caseload is manageable.	10%	24%	**45%**	3%	17%
6	My supervisor is knowledgeable about each detective's caseload.	3%	3%	**66%**	21%	7%

Questions were asked in a positive connotation to allow for easily identifiable areas in which respondents agreed or disagreed. In all 6 questions, most respondents agreed with the statements, with four of the six statements having a majority of respondents in agreement. A supplemental question asking for the time in which investigators thought has surpassed between a report being filed and it being assigned to their caseload indicated that investigators felt that it had been an average of 11.3 days between report date and assignment date. However, on eliminating outliers in responses, the average dropped to 6.3 days.

Open-Ended Questions

The project team provided multiple open-ended questions at the conclusion at the employee survey to allow for EPD staff to openly discuss any other topics that they wished to share with the research staff. Two main questions are of note; one asking for them to discuss 1 to 3 significant strengths of the department, and one asking for 1 to 3 areas for improvement for the department. Frequent responses are summarized in the following paragraphs.

Strengths of the Department

In response to the strengths of the department identified by its employees, there are a few topics that are prevalent. The first prevailing theme is the quality of officers and the

quality of services that are provided to the community. Quality of officers was mentioned in 43% of responses and quality of services was mentioned in 18% of responses. Further, there were 28% of responses that mentioned the "support", "innovation", "mission and values", or "quality" of the command staff at EPD. Other strengths to be noted are the 14% of responses relating to training, 13% of responses related to innovation, and 11% of responses relating to the support of the community (including the support felt from the Mayor's office).

Opportunities for Improvement

The suggested areas for improvement identified by EPD employees is overwhelmingly related to the increase in staffing (most notably to the Patrol Division) and employee retention. Of the responses received, there were a total of 52 responses (42%) that mentioned employee staffing levels or retention. Another popular response is the mention of improved training for both civilian and sworn employees. Of the 123 responses, 23 respondents (19%) mentioned improvement in the availability and quality of training. Other areas of note are the desire for improved intradepartmental communication (especially related to communication with Captains) (11% of responses), and the filtering of calls for service (as identified in the previous section) (5% of responses). These views were more pronounced among patrol respondents.

Attachment B − Community Focus Groups

As a crucial part of the strategic planning process, project staff at Matrix Consulting Group met with numerous community members in the City of Everett. These focus groups provided opportunities for stakeholders of Everett to offer their input to ensure that the focus of policing in the City is tailored to the needs and desires of the community.

This Attachment offers a summary of the key issues gathered from these focus groups.

Focus Groups

The Matrix Team held five (5) virtual meetings (via Zoom) with community members. The meetings were both general and structured to obtain distinct community perspectives, including − Central, South, and North communities; one citywide meeting in Spanish; and one citywide meeting for the business community.

The meetings were held in February this year.

Question Guide

This question guide was developed by the MCG team to help facilitate discussion directed toward obtaining valuable input from participants. The core questions in this question guide were utilized for both internal and external focus groups to provide parallels in needs and concerns among members of the community.

The meetings were all well-attended with between 20 − 40 participants each and participation rates among attendees was high.

The topics for discussion are described below:

Legitimacy and Trust

1. How would you describe the historical relationship between EPD and the community? Is it getting better, worse or about the same in the past 5 years?

2. Do you feel safe in your community? Tell us why or why not.

3. Does your feeling of safety change based on the time of day (day or night)?

4. Do you have trust and confidence in EPD to respond and treat residents appropriately as an incident or event requires?

5. Do you believe EPD works to develop and maintain strong relationships with the community?

6. Do you think EPD works to develop and maintain strong relationships with minority communities?

Transparency and Accountability

7. Do you believe EPD demonstrates transparency, accountability, and integrity as it relates to reporting publicly on complex investigations?

8. Do you believe EPD is receptive to feedback and complaints from the public and does EPD make it easy for the public to express their concerns?

Community Priorities

9. What do you believe should be the primary roles of police in Everett?

10. Effective policing goes far beyond dealing with criminal matters. For example, EPD's Community Outreach and Enforcement Team is a team of police officers and social workers who work together to provide a balanced approach to homelessness, substance use and mental health through outreach and enforcement. Would you like to see EPD continue these types of initiatives?

11. Do you believe police should help resolve cultural and social issues between different groups within the community?

12. Would you be willing to work with the police to improve and strengthen your community for all residents?

Community Focus Group Key Themes

Listed below are key themes that were consistently found throughout most internal and external focus groups. Following these key themes, a further expansion of meetings notes is provided.

Issues Identified

- While participants generally feel safe, perceptions of safety vary around the City and many felt less safe at night.

- Concerns about the impacts of homelessness and persons in mental health crises on crime.

- Many participants felt that the EPD's response priorities were inconsistent – sometimes leading to 'no response'

- Many participants would like to see an increase in EPD engagement with neighborhood meetings, business and other community groups.

- New State Laws made policing more difficult and resulted in many of the problems identified.

- Not doing enough about 'minor crimes' (e.g., shoplifting).

- Some community members felt that in some responses there was disparate treatment.

- Generally, trust of the police has improved this year.

Solutions Identified

- Increase visibility at night.

- While there was support for resources in programs like COET, the EPD itself should focus more on core law enforcement functions.

- Manage expectations on response starting at dispatch.

- While Covid19 may have driven perceptions of engagement, double down on program involvement.

- An enhanced recruitment effort can help the EPD be more reflective of the community it serves.

- Provide greater transparency on complaints made against officers.

- Implement multi-lingual support throughout the Department.

- Provide my training to officers; provide more training on diversity, equity, and inclusion to officers.